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Dallas, Texas

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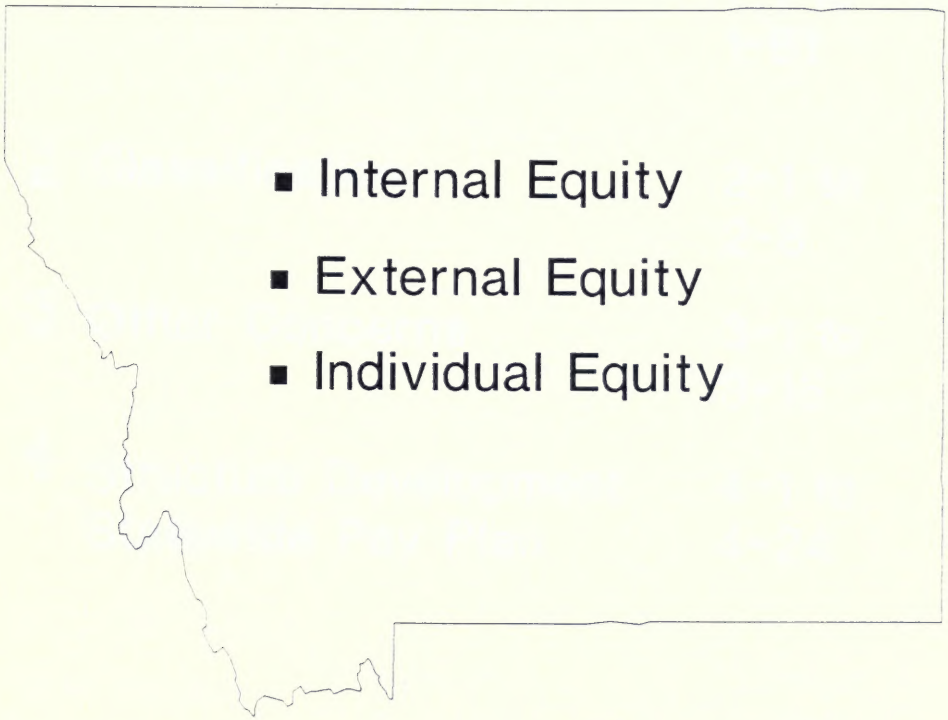
Compensation Issues in Montana State Government



- Internal Equity
- External Equity
- Individual Equity

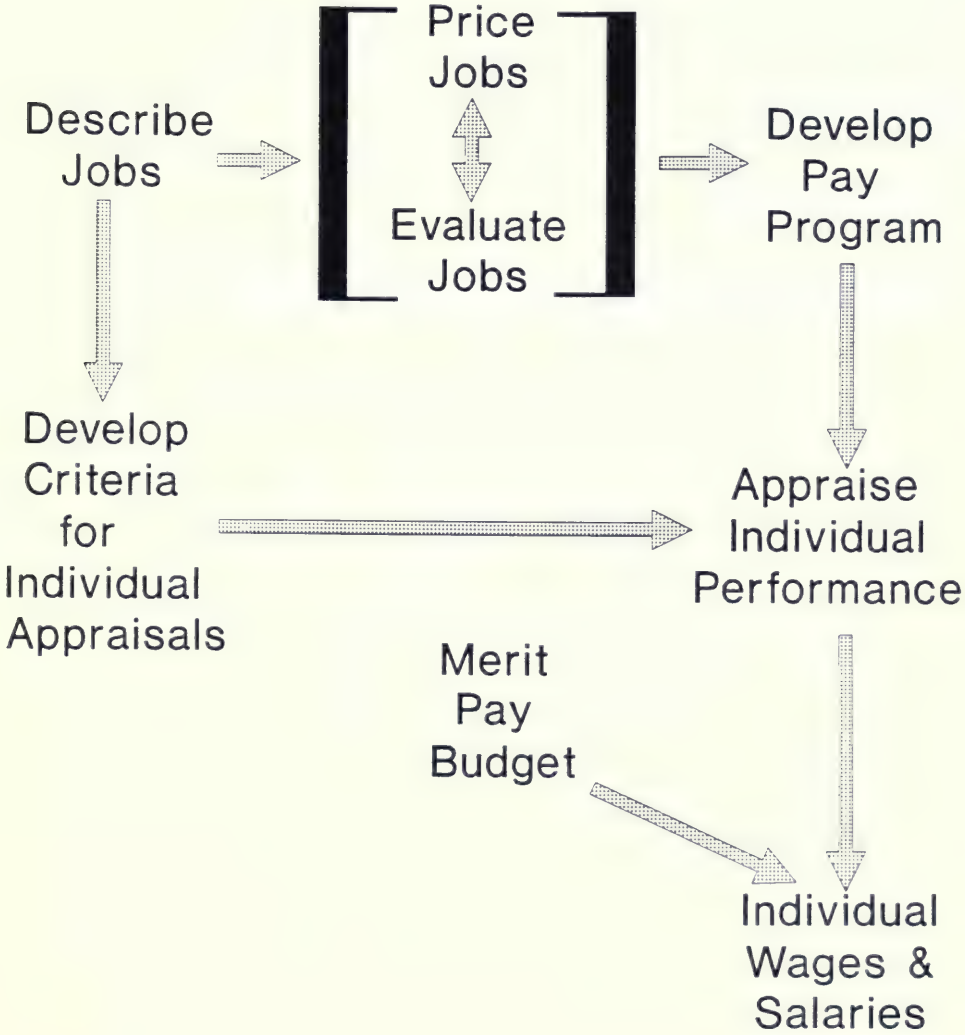
Contents

Section	Pages
1 Salary Survey	1-1 to 1-61
2 Classification	2-1 to 2-8
3 Other Concerns	3-1 to 3-15
4 Structure Development Statewide Pay Plan	4-1 to 4-24

Equity Issues
in Montana State Government

Concepts	Techniques	Objectives
Internal Equity Relationships *Between* and *Among* Jobs in the Organization	Job Analysis Job Description Job Evaluation	*Maintain Cost Control*
Individual Equity Relationships *Between* and *Among* Individuals in the Organizat*ion*	Performance Appraisal	*Motivate Competent Staff*
External Equity Relationships *Between* and *Among* Jobs in the Labor Market	Salary Surveys	*Attract & Retain Competent Staff*

Wage & Salary Relationships



1

Salary Survey

Overview

Actual Salaries Paid in State Government

Common Statistical Source:

Bureau of Labor Statistics

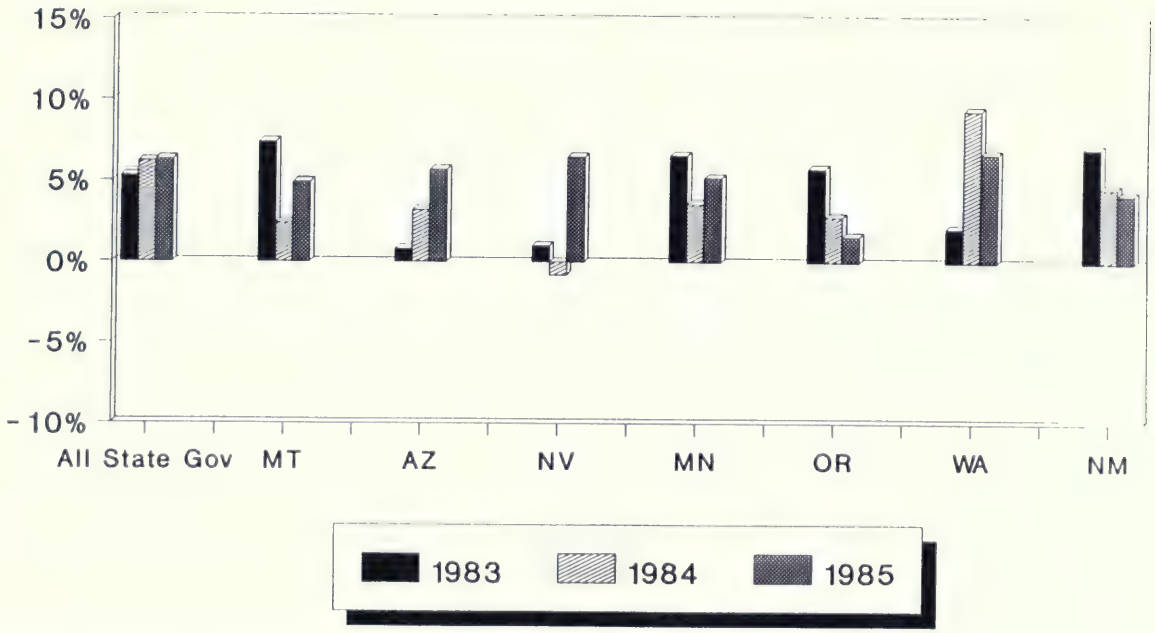
The Data Relates to Employees Covered By Unemployment Insurance Laws And Federal Civilian Employees Covered by Unemployment Compensation for Federal Employees (UCFE).

BLS Statistics

- Total State Government Employees (50 States)
- Individual States
- Average Increases From 1983 to 1985
- Average Increases From 1986 to 1988

Employment and Wages

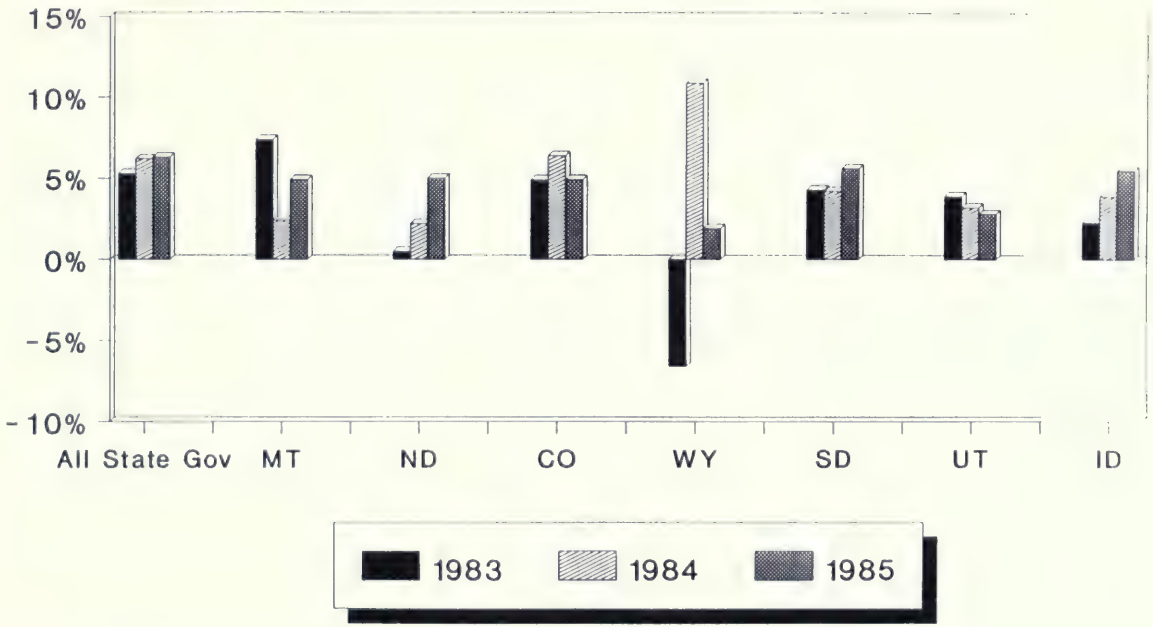
Average Increases from Prior Year
1983 to 1985



Source: Bureau of Labor Statistics

Employment and Wages

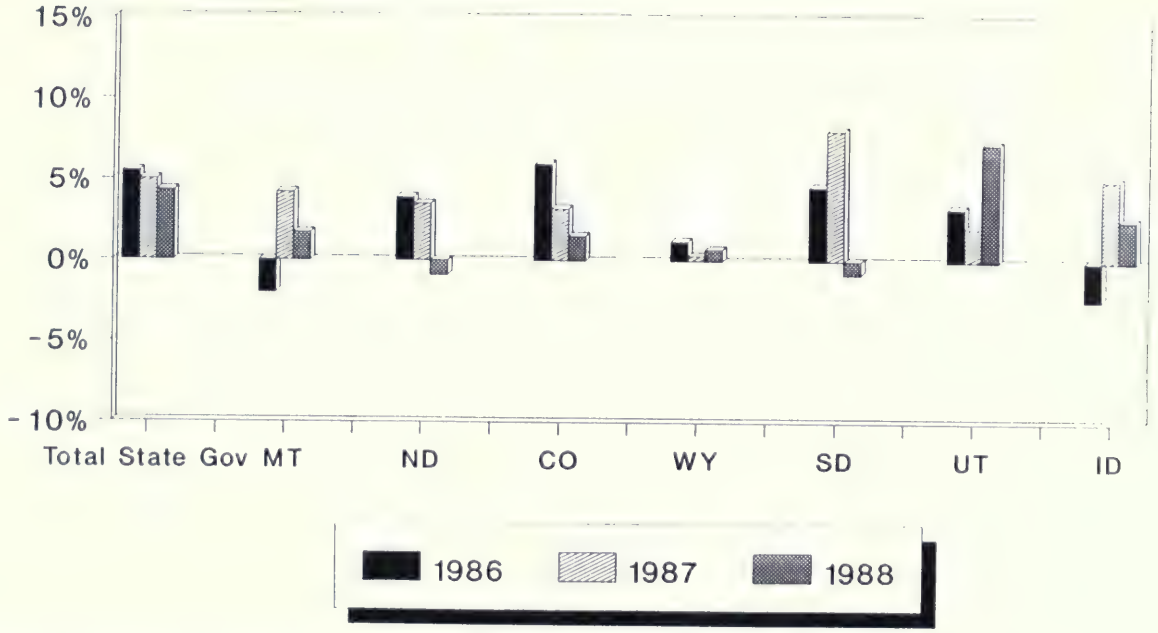
Average Increases from Prior Year
1983 to 1985



Source: Bureau of Labor Statistics

Employment and Wages

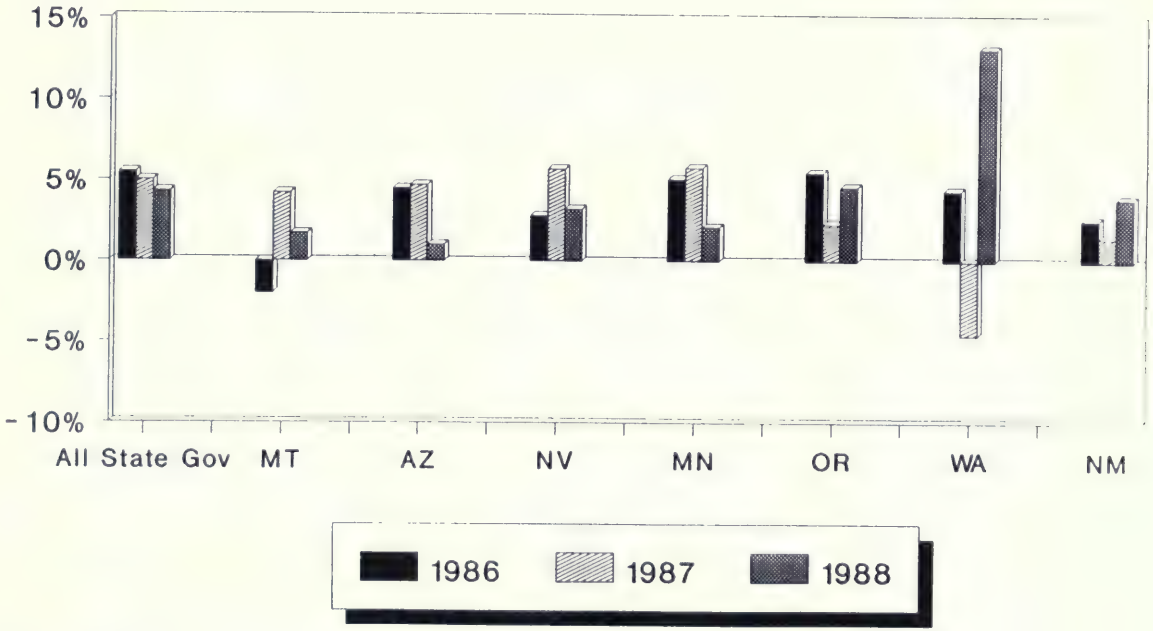
Average Increases from Prior Year
1986 to 1988



Source: Bureau of Labor Statistics

Employment and Wages

Average Increases from Prior Year
1986 to 1988



Source: Bureau of Labor Statistics

Employment and Wages

Annual Averages

1979 – 1988

State Government Covered

Year	Annual Wages Per Employee	% Increase	Total Annual Wages	Total Employees	Annual Wages Per Employee
1979	$13,281		$44,978,369,000	3,386,670	$13,281
1980	$14,622	10.1%	$50,400,071,000	3,446,790	$14,622
1981	$15,620	6.8%	$53,665,439,000	3,435,604	$15,620
1982	$17,099	9.5%	$57,820,795,000	3,381,660	$17,098
1983	$18,009	5.3%	$61,074,452,000	3,391,301	$18,009
1984	$19,129	6.2%	$65,932,666,000	3,446,849	$19,128
1985	$20,339	6.3%	$71,557,818,000	3,518,193	$20,339
1986	$21,457	5.5%	$76,717,541,000	3,575,337	$21,457
1987	$22,525	5.0%	$82,299,400,000	3,653,733	$22,525
1988	$23,490	4.3%	$88,085,166,000	3,749,906	$23,490

Local Government Covered

Year	Annual Wages Per Employee	% Increase	Total Annual Wages	Total Employees	Annual Wages Per Employee
1979	$11,763		$109,146,282,000	9,278,678	$11,763
1980	$12,830	9.1%	$119,658,047,000	9,326,745	$12,830
1981	$14,082	9.8%	$129,901,271,000	9,224,592	$14,082
1982	$15,431	9.6%	$140,044,488,000	9,075,309	$15,431
1983	$16,355	6.0%	$148,477,267,000	9,078,472	$16,355
1984	$17,370	6.2%	$158,749,457,000	9,139,241	$17,370
1985	$18,361	5.7%	$171,265,586,000	9,328,854	$18,359
1986	$19,379	5.5%	$185,014,271,000	9,547,147	$19,379
1987	$20,367	5.1%	$198,184,399,000	9,730,657	$20,367
1988	$21,316	4.7%	$213,203,110,000	10,002,193	$21,316

Employment and Wages

Annual Averages

1979 – 1988

Federal Government Covered

Year	Annual Wages Per Employee	% Increase	Total Annual Wages	Total Employees	Annual Wages Per Employee
1979	$18,162		$53,182,932,000	2,928,182	$18,162
1980	$19,325	6.4%	$58,241,193,000	3,013,797	$19,325
1981	$21,723	12.4%	$63,804,413,000	2,937,245	$21,723
1982	$22,769	4.8%	$66,276,133,000	2,910,848	$22,769
1983	$24,012	5.5%	$70,236,888,000	2,925,117	$24,012
1984	$25,084	4.5%	$74,432,788,000	2,967,332	$25,084
1985	$25,952	3.5%	$78,926,992,000	3,041,291	$25,952
1986	$25,977	0.1%	$79,452,312,000	3,058,534	$25,977
1987	$26,833	3.3%	$83,329,316,000	3,105,512	$26,833
1988	$27,903	4.0%	$87,445,078,000	3,133,873	$27,903

Private Industry Covered

Year	Annual Wages Per Employee	% Increase	Total Annual Wages	Total Employees	Annual Wages Per Employee
1979	$13,125		$961,173,591,000	73,231,574	$13,125
1980	$14,359	9.4%	$1,053,878,363,000	73,395,586	$14,359
1981	$15,654	9.0%	$1,164,360,655,000	74,384,167	$15,653
1982	$16,644	6.3%	$1,215,021,217,000	73,001,744	$16,644
1983	$17,416	4.6%	$1,283,726,098,000	73,710,321	$17,416
1984	$18,178	4.4%	$1,418,863,355,000	78,053,579	$18,178
1985	$18,974	4.4%	$1,526,206,290,000	80,438,201	$18,974
1986	$19,746	4.1%	$1,620,319,230,000	82,060,115	$19,746
1987	$20,621	4.4%	$1,744,030,556,000	84,574,193	$20,621
1988	$21,649	5.0%	$1,891,812,019,000	87,384,738	$21,649

Employment and Wages

Annual Averages

1982 – 1988

Montana

Year	Annual Wages Per Employee	% Increase	Total Annual Wages	Total Employees	Annual Wages Per Employee
1982	$17,092		$257,878,000	15,088	$17,092
1983	$18,358	7.4%	$281,468,000	15,333	$18,357
1984	$18,797	2.4%	$293,426,000	15,610	$18,797
1985	$19,709	4.9%	$313,166,000	15,890	$19,708
1986	$19,313	-2.0%	$301,071,000	15,589	$19,313
1987	$20,126	4.2%	$308,067,000	15,307	$20,126
1988	$20,474	1.7%	$323,054,000	15,779	$20,474

North Dakota

1982	$16,233		$228,362,000	14,068	$16,233
1983	$16,321	0.5%	$238,696,000	14,625	$16,321
1984	$16,686	2.2%	$247,085,000	14,808	$16,686
1985	$17,526	5.0%	$269,922,000	15,401	$17,526
1986	$18,204	3.9%	$287,195,000	15,777	$18,203
1987	$18,845	3.5%	$297,939,000	15,810	$18,845
1988	$18,678	-0.9%	$293,903,000	15,736	$18,677

Employment and Wages

Annual Averages

1982 – 1988

South Dakota

Year	Annual Wages Per Employee	% Increase	Total Annual Wages	Total Employees	Annual Wages Per Employee
1982	$14,368		$186,114,000	12,953	$14,368
1983	$14,982	4.3%	$193,214,000	12,896	$14,982
1984	$15,606	4.2%	$197,982,000	12,687	$15,605
1985	$16,486	5.6%	$209,605,000	12,714	$16,486
1986	$17,244	4.6%	$218,207,000	12,654	$17,244
1987	$18,649	8.1%	$234,310,000	12,564	$18,649
1988	$18,506	-0.8%	$239,065,000	12,918	$18,506

Minnesota

1982	$20,767		$1,085,026,000	52,247	$20,767
1983	$22,132	6.6%	$1,154,293,000	52,154	$22,132
1984	$22,927	3.6%	$1,237,220,000	53,965	$22,926
1985	$24,120	5.2%	$1,343,965,000	55,719	$24,120
1986	$25,340	5.1%	$1,428,245,000	56,363	$25,340
1987	$26,800	5.8%	$1,545,468,000	57,666	$26,800
1988	$27,376	2.1%	$1,631,784,000	59,606	$27,376

Employment and Wages

Annual Averages

1982 – 1988

Wyoming

Year	Annual Wages Per Employee	% Increase	Total Annual Wages	Total Employees	Annual Wages Per Employee
1982	$19,646		$204,673,000	10,418	$19,646
1983	$18,358	-6.6%	$281,468,000	15,333	$18,357
1984	$20,362	10.9%	$228,543,000	11,224	$20,362
1985	$20,741	1.9%	$239,029,000	11,525	$20,740
1986	$20,999	1.2%	$244,553,000	11,646	$20,999
1987	$21,069	0.3%	$237,169,000	11,257	$21,069
1988	$21,219	0.7%	$238,161,000	11,224	$21,219

Nevada

1982	$19,676		$262,217,000	13,326	$19,677
1983	$19,867	1.0%	$266,147,000	13,396	$19,868
1984	$19,706	-0.8%	$272,769,000	13,842	$19,706
1985	$20,980	6.5%	$300,376,000	14,317	$20,980
1986	$21,573	2.8%	$333,058,000	15,439	$21,573
1987	$22,804	5.7%	$362,415,000	15,892	$22,805
1988	$23,544	3.2%	$393,784,000	16,726	$23,543

Employment and Wages

Annual Averages

1982- 1988

Oregon

Year	Annual Wages Per Employee	% Increase	Total Annual Wages	Total Employees	Annual Wages Per Employee
1982	$17,487		$737,968,000	42,201	$17,487
1983	$18,497	5.8%	$799,672,000	43,233	$18,497
1984	$19,016	2.8%	$827,162,000	43,498	$19,016
1985	$19,322	1.6%	$867,259,000	44,884	$19,322
1986	$20,376	5.5%	$925,961,000	45,443	$20,376
1987	$20,843	2.3%	$989,040,000	47,453	$20,843
1988	$21,797	4.6%	$1,066,955,000	48,949	$21,797

Utah

1982	$16,514		$464,504,000	28,129	$16,513
1983	$17,150	3.9%	$499,421,000	29,120	$17,150
1984	$17,698	3.2%	$529,364,000	29,912	$17,697
1985	$18,195	2.8%	$566,852,000	31,155	$18,195
1986	$18,804	3.3%	$613,328,000	32,616	$18,805
1987	$19,201	2.1%	$619,980,000	32,290	$19,200
1988	$20,595	7.3%	$675,567,000	32,802	$20,595

Employment and Wages

Annual Averages

1982– 1988

Washington

Year	Annual Wages Per Employee	% Increase	Total Annual Wages	Total Employees	Annual Wages Per Employee
1982	$17,838		$1,315,646,000	73,756	$17,838
1983	$18,209	2.1%	$1,435,607,000	78,840	$18,209
1984	$19,928	9.4%	$1,590,425,000	79,809	$19,928
1985	$21,260	6.7%	$1,724,709,000	81,125	$21,260
1986	$22,202	4.4%	$1,831,256,000	82,482	$22,202
1987	$21,174	–4.6%	$2,322,300,000	109,678	$21,174
1988	$23,975	13.2%	$2,092,872,000	87,293	$23,975

Idaho

1982	$16,650		$245,966,000	14,772	$16,651
1983	$17,032	2.3%	$251,802,000	14,784	$17,032
1984	$17,693	3.9%	$269,921,000	15,256	$17,693
1985	$18,662	5.5%	$294,723,000	15,793	$18,662
1986	$18,216	–2.4%	$301,796,000	16,568	$18,216
1987	$19,152	5.1%	$318,228,000	16,616	$19,152
1988	$19,645	2.6%	$345,631,000	17,594	$19,645

Employment and Wages

Annual Averages

1982 – 1988

Colorado

Year	Annual Wages Per Employee	% Increase	Total Annual Wages	Total Employees	Annual Wages Per Employee
1982	$17,685		$848,849,000	48,000	$17,684
1983	$18,556	4.9%	$898,554,000	48,425	$18,556
1984	$19,751	6.4%	$965,147,000	48,867	$19,750
1985	$20,711	4.9%	$1,033,621,000	49,906	$20,711
1986	$21,964	6.0%	$1,111,456,000	50,603	$21,964
1987	$22,664	3.2%	$1,163,998,000	51,358	$22,664
1988	$23,013	1.5%	$1,233,100,000	53,584	$23,012

Arizona

1982	$17,022		$721,984,000	42,414	$17,022
1983	$17,158	0.8%	$738,009,000	43,012	$17,158
1984	$17,715	3.2%	$788,763,000	44,526	$17,715
1985	$18,733	5.7%	$865,822,000	46,220	$18,733
1986	$19,569	4.5%	$964,196,000	49,271	$19,569
1987	$20,479	4.7%	$1,061,993,000	51,857	$20,479
1988	$20,694	1.0%	$1,129,823,000	54,597	$20,694

Employment and Wages

Annual Averages

1982- 1988

New Mexico

Year	Annual Wages Per Employee	% Increase	Total Annual Wages	Total Employees	Annual Wages Per Employee
1982	$16,810		$483,568,000	28,767	$16,810
1983	$18,010	7.1%	$519,597,000	28,850	$18,010
1984	$18,844	4.6%	$543,236,000	28,828	$18,844
1985	$19,634	4.2%	$575,873,000	29,331	$19,634
1986	$20,147	2.6%	$602,704,000	29,915	$20,147
1987	$20,458	1.5%	$634,842,000	31,031	$20,458
1988	$21,261	3.9%	$675,474,000	31,771	$21,261

State of Montana

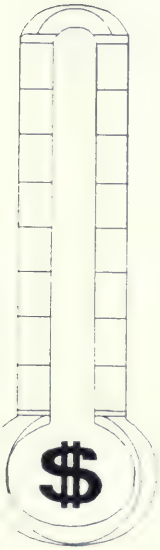
January 1990

Preliminary

Survey Results

Why Survey?

- To Know the Going Rate for Jobs
- To Develop Compensation Programs Which Support the
  - Attraction
  - Retention and
  - Motivation of Quality Performers
- To Provide Sense of Internal and External Equity

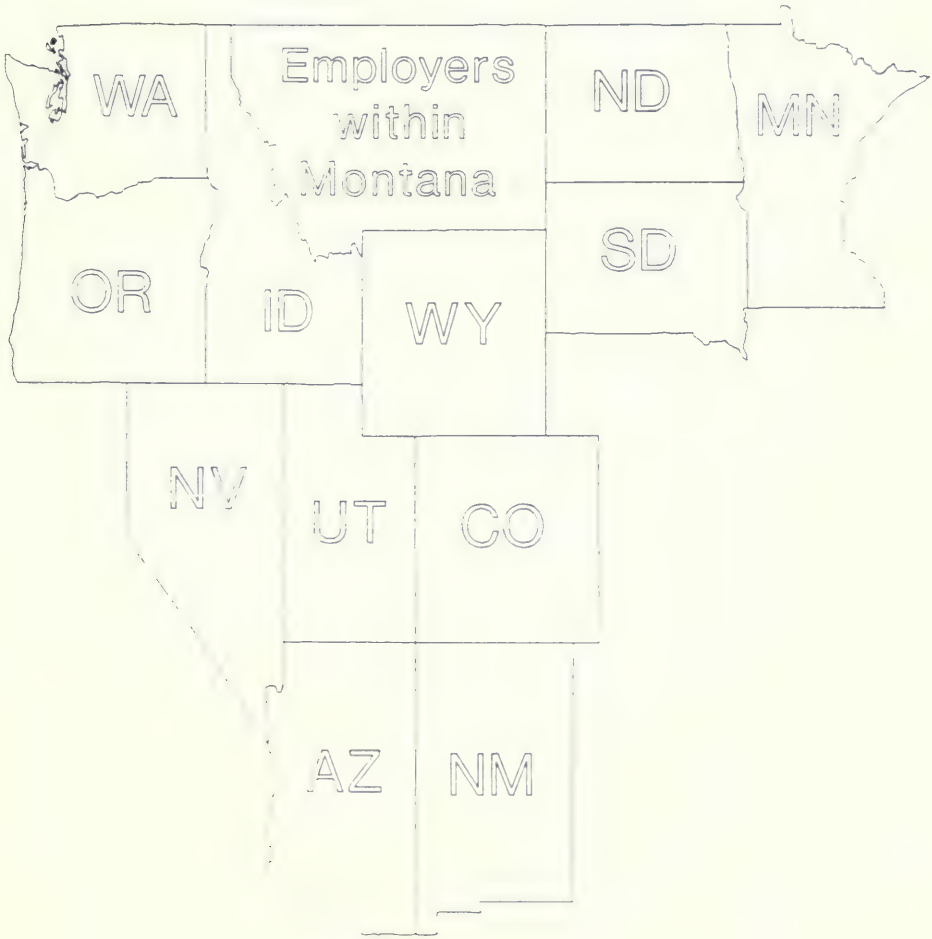


Benchmark Jobs

For Salary Surveys

- Widespread
- Precisely Defined
- Performed Similarly
- Journey Job in Class Series
- Commonly Used in Bargaining Situation

State of Montana
Salary Survey Participants



State of Montana

1990 Salary & Benefits Survey

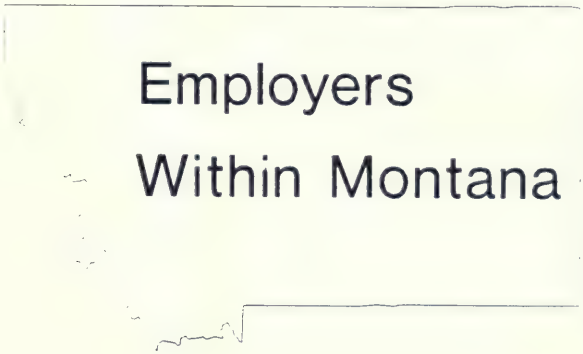
Salary Survey Participants Within the State

Major Industries Surveyed

- Construction, Manufacturing Mining
- Transportation
- Utilities
- Retail
- Wholesale, Trade
- Hotel
- Banking, Finance Real Estate
- Education
- City, County
- Hospitals, Health Care
- Engineers, Architects
- Restaurants

Survey Results

and



Compa-Ratio Control

A Useful Concept Relative to Pay Ranges and Salary Increase Budgets is <u>Compa-Ratio</u>.

Definition

Compa-Ratio is Usually Defined As the Ratio of Actual Pay to Structure Midpoint (or Competitive Pay) Expressed as a Percentage.

Compa-Ratio Calculations

Comparison of Salaries With Market

$$\frac{\text{Average Salary}}{\text{Market Average}}$$

$$\text{Compa Ratio} = \frac{\$1{,}000}{\$1{,}000} = 100\%$$

$$\text{Compa Ratio} = \frac{\$800}{\$1{,}000} = 80\%$$

Comparison of Salaries With Pay Structure

$$\frac{\text{Average Salary}}{\text{Midpoint}}$$

$$\text{Compa Ratio} = \frac{\$900}{\$1{,}000} = 90\%$$

$$\text{Compa Ratio} = \frac{\$1{,}100}{\$1{,}000} = 110\%$$

State of Montana

Salary Survey Results

January 1990

Summary of Compa-Ratios

Combined Totals

Compa-Ratios	Combined Totals
Actual Salaries with Market	81.4%
Midpoint of Montana's Pay Structure with Market	81.2%
Actual Salaries with Midpoint of Montana's Structure	100.3%

STATE OF MONTANA
SALARY SURVEY RESULTS
January 1990

SUMMARY BY GRADE LEVEL
COMBINED TOTALS OF ALL PARTICIPANTS

GRADE	NUMBER OF BENCHMARKS	ACTUAL SALARIES WITH MARKET	MIDPOINT OF MT STRUCTURE W/MARKET	ACTUAL SALARIES W/MT MIDPOINT
21-18	11	82.4%	79.9%	107.3%
17	7	86.2%	81.1%	106.3%
16	13	81.0%	76.5%	105.9%
15	18	77.9%	75.9%	102.7%
14	19	77.7%	79.2%	98.0%
13	17	78.3%	81.1%	96.6%
12	14	80.9%	81.3%	99.6%
11	12	81.8%	83.6%	97.8%
10	10	85.6%	86.3%	99.2%
9	13	88.0%	91.5%	96.2%
8	14	78.1%	83.7%	93.3%
7	8	93.3%	95.2%	98.0%
6	6	90.1%	96.4%	93.5%
5-4	6	86.1%	96.4%	89.3%

State of Montana

Salary Survey Results

January 1990

Class Number	Class Title	Grade	Montana Employees Actual Average	Montana's Pay Structure Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
188053	ADM TREATMENT SER	22	4,006	3,401	3,815	4,228	8	7	74.4%	5,386
188052	ADMIN PROPERTY A	21	4,057	3,110	3,530	3,950	8	6	101.7%	3,989
188049	CAREER EXECUTIVE A	21	3,864	3,110	3,530	3,950	11	10	83.4%	4,635
188048	CAREER EXECUTIVE A	20	3,652	2,846	3,269	3,691	7	7	91.6%	3,987
072002	DENTIST I	19	3,093	2,606	3,029	3,453	9	56	65.9%	4,691
073006	DIST VET LVSTK INSP	19	3,112	2,606	3,029	3,453	7	20	97.5%	3,193
188047	CAREER EXECUTIVE A	19	3,383	2,606	3,029	3,453	7	7	81.8%	4,138
187023	SUPERT INST	19	3,153	2,606	3,029	3,453	9	62	96.9%	3,255
005020	CIVIL ENGINEERING M	18	3,360	2,385	2,841	3,295	11	337	83.5%	4,022
188045	ADM GENERAL SRV	18	2,574	2,385	2,841	3,296	8	7	54.9%	4,687
188046	CAREER EXECUTIVE A	18	3,057	2,385	2,841	3,295	11	28	93.4%	3,274
Totals			37,311		34,783		96	547		45,257

Compa-Ratios for Grades 18 – 21	Totals
Approximately 238 Full-Time Employees in Grades 18-21 (Excluding University System)	n = 11
Actual Salaries with Market	82.4%
Midpoint of Montana's Pay Structure with Market	76.9%
Actual Salaries with Midpoint of Montana's Structure	107.3%

n = Number of Benchmark Jobs

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Salary Survey Results

January 1990

Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana's Pay Structure: Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants: Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
040046	RESOURCE PRGRM M	17	2,748	2,185	2,604	3,022	9	150	87.9%	3,126
045117	PSYCHOLOGIST	17	2,558	2,185	2,604	3,022	11	119	75.7%	3,381
075026	NURSING SRVCS MGR	17	3,139	2,185	2,604	3,022	42	177	119.8%	2,621
110003	LAWYER III	17	2,458	2,185	2,604	3,022	16	128	81.4%	3,020
160108	ACCOUNTING/FS MGR	17	2,854	2,185	2,604	3,022	56	183	86.7%	3,292
169014	ADMIN OFFICER V	17	2,718	2,185	2,604	3,022	16	209	79.7%	3,411
169176	DATA PROCSS MGR III	17	2,905	2,185	2,604	3,022	30	115	80.2%	3,621
Totals			19,381		18,228		180	1,081		22,471

Compa-Ratios for Grade 17

	Totals
Approximately 234 Full-Time Employees in Grade 17 (Excluding University System)	n = 7
Actual Salaries with Market	86.2%
Midpoint of Montana's Pay Structure with Market	81.1%
Actual Salaries with Midpoint of Montana's Structure	106.3%

n = Number of Benchmark Jobs

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Salary Survey Results

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Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana's Pay Structure: Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants: Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
005018	CIVIL ENGINEERING S	16	2,749	2,004	2,390	2,776	20	601	73.9%	3,719
020057	SOFTWARE SPEC III	16	2,640	2,004	2,390	2,776	16	173	79.4%	3,326
029035	ENVIRONMENTL PRGR	16	2,459	2,004	2,390	2,776	9	146	77.4%	3,176
041061	FISH/W'LIFE REG MGR	16	2,667	2,004	2,390	2,776	11	116	86.1%	3,098
050005	ECONOMIST III	16	2,341	2,004	2,390	2,776	9	33	76.4%	3,066
075013	NURSE EXCEPTION	16	2,564	2,004	2,390	2,776	7	139	90.7%	2,826
099042	EDUCATION PRGRM R	16	2,419	2,004	2,390	2,776	7	301	75.2%	3,218
160018	ACCOUNTANT III	16	2,485	2,004	2,390	2,776	20	46	81.2%	3,061
161008	BUDGET ANALYST EXE	16	2,251	2,004	2,390	2,776	11	95	67.3%	3,346
195066	HUMAN SRVCS MGR I	16	2,567	2,004	2,390	2,776	8	236	101.5%	2,528
199045	PLANNING MGR I	16	2,573	2,004	2,390	2,776	7	29	73.7%	3,490
199072	TELECOM SYS ANLYS	16	2,450	2,004	2,390	2,776	9	17	91.6%	2,674
379009	FISH & GAME WARDEN	16	2,730	2,004	2,390	2,776	10	94	89.0%	3,066
Totals			32,894		31,070		144	2,026		40,593

Compa-Ratios for Grade 16	Totals
Approximately 447 Full-Time Employees in Grade 16 (Excluding University Sytem)	n = 13
Actual Salaries with Market	81.0%
Midpoint of Montana's Pay Structure with Market	76.5%
Actual Salaries with Midpoint of Montana's Structure	105.9%

n = Number of Benchmark Jobs

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Salary Survey Results

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Class Number	Class Title	Grade	Montana Employees Actual Average	Montana's Pay Structure Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
005017	CIVIL ENGINEERING S	15	2,303	1,838	2,193	2,547	7	17	76.8%	2,998
005054	ENVIRONMENTL ENGI	15	2,268	1,838	2,193	2,547	10	318	70.4%	3,223
012010	PROGRMR/ANALYST III	15	2,334	1,838	2,193	2,547	28	870	80.4%	2,902
029019	FORENSIC SCIENTIST	15	2,187	1,838	2,193	2,547	10	100	67.5%	3,243
040015	FORESTRY PRGRM OF	15	2,423	1,838	2,193	2,547	9	64	86.1%	2,815
075019	NURSE PUB HLTH CNS	15	1,984	1,838	2,193	2,547	7	70	76.7%	2,586
079056	HEALTH SRVCS PRGR	15	2,354	1,838	2,193	2,547	8	125	88.0%	2,675
110002	LAWYER II	15	1,974	1,838	2,193	2,547	23	390	54.8%	3,606
160017	ACCOUNTANT II	15	2,177	1,838	2,193	2,547	18	32	84.7%	2,570
160114	BANK EXAMINER III	15	2,271	1,838	2,193	2,547	11	37	76.7%	2,960
161165	MANAGEMENT ANLYS	15	2,264	1,838	2,193	2,547	11	174	85.7%	2,641
165007	INFORMATION OFFCR	15	2,347	1,838	2,193	2,547	12	184	92.3%	2,542
166064	PERSONNEL OFFCR I	15	2,243	1,838	2,193	2,547	38	118	89.4%	2,510
182005	FIELD PROJECT MGR	15	2,453	1,838	2,193	2,547	5	170	91.8%	2,673
191008	REVIEW APPRAISER	15	2,039	1,838	2,193	2,547	9	34	70.1%	2,909
195115	COMMUNITY SOC WRK	15	2,224	1,838	2,193	2,547	11	578	84.9%	2,619
199009	PLANNER V	15	2,236	1,838	2,193	2,547	13	88	76.1%	2,939
375004	HWY PATROL LIEUTEN	15	2,461	1,838	2,193	2,547	10	192	67.9%	3,626
Totals			40,543		39,474		240	3,561		52,036

Compa-Ratios for Grade 15

	Totals
Approximately 643 Full-Time Employees in Grade 15 (Excluding University System)	n = 18
Actual Salaries with Market	77.9%
Midpoint of Montana's Pay Structure with Market	75.9%
Actual Salaries with Midpoint of Montana's Structure	102.7%

n = Number of Benchmark Jobs

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Salary Survey Results

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Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana's Pay Structure: Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants: Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
001006	ARCHITECT II	14	1,793	1,693	2,019	2,344	7	41	58.7%	3,056
005016	CIVIL ENGINEERING S	14	1,945	1,693	2,019	2,344	11	21	71.3%	2,727
005026	DESIGNER III	14	2,168	1,693	2,019	2,344	7	702	74.1%	2,927
024013	HYDROLOGIST	14	1,815	1,693	2,019	2,344	8	72	62.9%	2,886
029023	ENVIRONMENTL SPEC	14	1,901	1,693	2,019	2,344	11	320	73.1%	2,599
041056	FISH/W'LIFE BIOLOGIS	14	2,104	1,693	2,019	2,344	11	259	83.8%	2,510
045014	GUIDANCE COUNSELO	14	1,826	1,693	2,019	2,344	3	10	69.6%	2,625
045040	REHAB COUNSELOR S	14	2,165	1,693	2,019	2,344	10	142	78.5%	2,757
078008	MEDICAL TECHNLGST	14	2,190	1,693	2,019	2,344	25	162	99.1%	2,211
160016	ACCOUNTANT I	14	1,958	1,693	2,019	2,344	24	52	93.8%	2,086
166026	EMPLOYMENT MGR I	14	2,236	1,693	2,019	2,344	12	92	86.3%	2,592
168031	HLTH CARE FCLTY SR	14	1,842	1,693	2,019	2,344	10	182	79.7%	2,311
168098	BUILDING CODES INSP	14	1,934	1,693	2,019	2,344	14	72	86.7%	2,229
169012	ADMIN OFFICER II	14	2,055	1,693	2,019	2,344	26	589	76.5%	2,688
191012	RIGHT/WAY AGENT IV	14	1,589	1,693	2,019	2,344	10	83	54.3%	2,924
195114	SOCIAL WORKER,COM	14	1,872	1,693	2,019	2,344	10	1988	84.6%	2,211
196002	PILOT II	14	2,084	1,693	2,019	2,344	12	105	90.5%	2,302
375014	HWY PAT OFFCR II	14	2,122	1,693	2,019	2,344	10	2575	84.2%	2,520
378006	EMERGENCY MGMT S	14	2,007	1,693	2,019	2,344	11	41	88.7%	2,263
Totals			37,603		38,361		232	7,508		48,423

Compa-Ratios for Grade 14

	Totals
Approximately 989 Full-Time Employees in Grade 14 (Excluding University System)	n = 19
Actual Salaries with Market	77.7%
Midpoint of Montana's Pay Structure with Market	79.2%
Actual Salaries with Midpoint of Montana's Structure	98.0%

n = Number of Benchmark Jobs

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Class Number	Class Title	Grade	Montana Employees Actual Average	Montana's Pay Structure Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
005015	CIVIL ENGINEERING S	13	1,659	1,553	1,851	2,148	20	555	65.3%	2,540
012008	PROGRMR/ANALYST I	13	1,618	1,553	1,851	2,148	21	425	69.3%	2,335
018005	ENGINEEERING TECH I	13	1,979	1,553	1,851	2,148	11	871	79.4%	2,492
040013	FORESTER II	13	1,895	1,553	1,851	2,148	10	278	80.4%	2,357
045011	VOCATIONAL REHAB C	13	1,707	1,553	1,851	2,148	10	232	86.3%	1,978
075002	NURSE PROF II	13	1,996	1,553	1,851	2,148	30	819	91.1%	2,191
078007	RADLGCL TECHNLGST	13	1,256	1,553	1,851	2,148	25	70	62.0%	2,026
102002	CURATOR I	13	1,711	1,553	1,851	2,148	10	45	103.4%	1,655
132002	EDITOR II	13	2,117	1,553	1,851	2,148	10	107	89.6%	2,363
160015	ACCOUNTING SPEC III	13	1,854	1,553	1,851	2,148	32	474	67.7%	2,739
166058	PERSONNEL SPEC II	13	1,790	1,553	1,851	2,148	12	201	70.8%	2,529
195017	PROBATION/PAROLE	13	1,787	1,553	1,851	2,148	11	636	82.3%	2,171
199058	RESEARCH SPEC II	13	1,759	1,553	1,851	2,148	7	140	72.2%	2,438
213047	COMPUTER OPER III	13	1,862	1,553	1,851	2,148	7	11	105.8%	1,761
379005	FISH & GAME WARDEN	13	1,604	1,553	1,851	2,148	11	627	67.4%	2,379
431006	FISH HATCHERY SUPV	13	2,049	1,553	1,851	2,148	12	83	86.0%	2,383
823006	COMMUNICATIONS TE	13	1,738	1,553	1,851	2,148	8	136	70.0%	2,483
Totals			30,381		31,467		247	5,710		38,821

Compa-Ratios for Grade 13	Totals
Approximately 924 Full-Time Employees in Grade 13 (Excluding University Employees)	n = 17
Actual Salaries with Market	78.3%
Midpoint of Montana's Pay Structure with Market	81.1%
Actual Salaries with Midpoint of Montana's Structure	96.6%

n = Number of Benchmark Jobs

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Salary Survey Results

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Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana's Pay Structure: Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants: Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
005014	CIVIL ENGINEERING S	12	1,413	1,442	1,718	1,994	6	14	68.2%	2,072
005024	DESIGNER I	12	1,689	1,442	1,718	1,994	9	1034	79.2%	2,132
022013	CHEMIST II	12	1,595	1,442	1,718	1,994	11	98	76.5%	2,086
075001	NURSE PROF I	12	1,633	1,442	1,718	1,994	24	980	74.5%	2,192
079034	MEDICAL RECORDS A	12	1,808	1,442	1,718	1,994	15	15	90.6%	1,996
100024	LIBRARIAN I	12	1,768	1,442	1,718	1,994	26	152	74.8%	2,364
160014	ACCOUNTING SPEC II	12	1,677	1,442	1,718	1,994	27	792	77.1%	2,175
160075	AUDITOR II	12	1,672	1,442	1,718	1,994	11	214	76.2%	2,195
166003	EMPLOYMENT SRVCS	12	1,677	1,442	1,718	1,994	11	1323	85.8%	1,954
169010	ADMIN ASSISTANT IV	12	1,765	1,442	1,718	1,994	9	807	77.4%	2,282
195082	ELIGIBILITY TECH SUP	12	1,803	1,442	1,718	1,994	10	528	81.8%	2,205
241212	UI CLAIMS SPEC 1	12	1,655	1,442	1,718	1,994	9	270	81.4%	2,034
413016	WILDLIFE AREA MGR I	12	1,972	1,442	1,718	1,994	10	131	98.5%	2,002
899005	MAINTENANCE SUPV I	12	1,833	1,442	1,718	1,994	43	52	95.8%	1,913
Totals			23,961		24,052		221	6,410		29,602

Compa-Ratios for Grade 12	Totals
Approximately 856 Full-Time Employees in Grade 12 (Excluding University System)	n = 14
Actual Salaries with Market	80.9%
Midpoint of Montana's Pay Structure with Market	81.3%
Actual Salaries with Midpoint of Montana's Structure	99.6%

n = Number of Benchmark Jobs

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Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana's Pay Structure: Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants: Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
005023	DESIGN TECHNICIAN II	11	1,522	1,341	1,597	1,853	8	1019	65.8%	2,315
012040	OFFICE SYSTEMS TEC	11	1,470	1,341	1,597	1,853	13	100	69.0%	2,132
018003	ENGINEERING TECH I	11	1,382	1,341	1,597	1,853	20	1333	64.0%	2,159
020015	STATISTICIAN I	11	1,676	1,341	1,597	1,853	11	104	88.6%	1,892
029006	LABORATORY TECH III	11	1,832	1,341	1,597	1,853	8	122	105.9%	1,730
041032	MICROBIOLOGIST I	11	1,507	1,341	1,597	1,853	9	21	83.7%	1,800
160013	ACCOUNTING SPEC I	11	1,604	1,341	1,597	1,853	19	533	88.4%	1,815
168084	DRIVERS SRVCS SPEC	11	1,577	1,341	1,597	1,853	9	598	90.8%	1,736
191010	RIGHT/WAY AGENT II	11	1,563	1,341	1,597	1,853	11	127	67.1%	2,329
195081	ELIGIBILITY TECH II	11	1,588	1,341	1,597	1,853	9	2565	88.8%	1,788
201005	SCRETARY/ADMII	11	1,683	1,341	1,597	1,853	26	1782	98.0%	1,717
213046	COMPUTER OPER II	11	1,331	1,341	1,597	1,853	12	27	88.8%	1,499
Totals			18,736		19,164		155	8,331		22,912

Compa-Ratios for Grade 11	Totals
Approximately 716 Full-Time Employees in Grade 11 (Excluding University System)	n = 12
Actual Salaries with Market	81.8%
Midpoint of Montana's Pay Structure with Market	83.6%
Actual Salaries with Midpoint of Montana's Structure	97.8%

n = Number of Benchmark Jobs

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Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana's Pay Structure: Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants: Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
020014	STATISTICAL TECH II	10	1,451	1,249	1,489	1,728	4	47	89.8%	1,615
079002	LPN II	10	1,424	1,249	1,489	1,728	17	133	99.2%	1,436
160004	ACCOUNTING TECH II	10	1,443	1,249	1,489	1,728	36	65	84.3%	1,712
166024	PERSONNEL TECH II	10	1,516	1,249	1,489	1,728	10	369	79.0%	1,918
201004	SECRETARY, ADMIN I	10	1,472	1,249	1,489	1,728	27	93	102.2%	1,441
213054	COMPUTER OPER TEC	10	1,480	1,249	1,489	1,728	12	14	102.3%	1,447
249023	LIBRARY TECH II	10	1,449	1,249	1,489	1,728	24	1182	77.7%	1,865
372011	CORRECT'L OFFCR II	10	1,446	1,249	1,489	1,728	9	2348	77.5%	1,866
413005	BRAND INSPECTOR S	10	1,551	1,249	1,489	1,728	8	29	66.1%	2,346
899003	MAINT WRKR III	10	1,544	1,249	1,489	1,728	29	96	95.9%	1,610
Totals			14,777		14,890		176	4,376		17,256

Compa-Ratios for Grade 10	Totals
Approximately 676 Full-Time Employees in Grade 10 (Excluding University System)	n = 10
Actual Salaries with Market	85.6%
Midpoint of Montana's Pay Structure with Market	86.3%
Actual Salaries with Midpoint of Montana's Structure	99.2%

n = Number of Benchmark Jobs

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Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana's Pay Structure: Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants: Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
017006	DRAFTER II	9	1,287	1,165	1,390	1,614	25	112	83.8%	1,536
020013	STATISTICAL TECH I	9	1,332	1,165	1,390	1,614	7	101	86.0%	1,548
079001	LPN I	9	1,236	1,165	1,390	1,614	25	230	88.6%	1,395
160003	ACCOUNTING TECH I	9	1,365	1,165	1,390	1,614	37	70	94.2%	1,448
169007	ADMIN ASSISTANT I	9	1,342	1,165	1,390	1,614	8	1324	71.0%	1,889
201003	SECRETARY III	9	1,310	1,165	1,390	1,614	38	154	87.7%	1,493
201009	SECRETARY,LEGAL II	9	1,299	1,165	1,390	1,614	14	26	92.1%	1,411
203019	WORD PROCSS TECH	9	1,325	1,165	1,390	1,614	11	704	81.7%	1,622
213006	DATA ENTRY SUPV II	9	1,466	1,165	1,390	1,614	7	8	75.7%	1,936
215004	PAYROLL TECHNICIAN	9	1,349	1,165	1,390	1,614	57	67	87.6%	1,540
355011	SPECIAL DUTY AIDE I	9	1,350	1,165	1,390	1,614	5	536	104.2%	1,295
382105	CUSTODIAL SUPV I	9	1,444	1,165	1,390	1,614	44	86	100.8%	1,433
922002	WAREHOUSE WORKE	9	1,277	1,165	1,390	1,614	8	25	106.2%	1,202
Totals			17,382		18,070		286	3,443		19,749

Compa-Ratios for Grade 9	Totals
Approximately 802 Full-Time Employees in Grade 9 (Excluding University System)	n = 13
Actual Salaries with Market	88.0%
Midpoint of Montana's Pay Structure with Market	91.5%
Actual Salaries with Midpoint of Montana's Structure	96.2%

n = Number of Benchmark Jobs

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Class Number	Class Title	Grade	Montana Employees Actual Average	Montana's Pay Structure Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
018010	SURVEY AIDE II	8	1,169	1,089	1,299	1,510	7	499	57.8%	2,020
029003	LABORATORY AIDE II	8	1,260	1,089	1,299	1,510	11	79	87.0%	1,449
199051	RESEARCH AIDE II	8	1,129	1,089	1,299	1,510	6	42	71.3%	1,583
201002	SECRETARY II	8	1,230	1,089	1,299	1,510	67	321	98.0%	1,255
205006	EMPLOYMENT ASSIST	8	1,172	1,089	1,299	1,510	8	134	77.8%	1,506
207002	DUPLICATING MACHIN	8	1,206	1,089	1,299	1,510	16	115	77.7%	1,552
207007	WORD PROCSS OPER	8	1,197	1,089	1,299	1,510	11	20	92.1%	1,300
219003	ACCOUNTING CLERK II	8	1,252	1,089	1,299	1,510	51	168	93.2%	1,343
219008	ADMIN CLERK III	8	1,239	1,089	1,299	1,510	26	107	90.1%	1,376
355202	RESIDENT CARE AIDE I	8	1,183	1,089	1,299	1,510	30	4017	87.1%	1,358
359002	COTTAGE LIFE ATTEN	8	1,180	1,089	1,299	1,510	8	612	58.5%	2,016
413001	BRAND INSPECTOR II	8	1,204	1,089	1,299	1,510	8	116	71.0%	1,695
431003	FISH HATCHERY WRK	8	1,211	1,089	1,299	1,510	10	279	65.9%	1837
899001	MAINTENANCE WRKR I	8	1,336	1,089	1,299	1,510	46	106	92.4%	1,446
Totals			16,967		18,186		305	6,615		21,736

Compa-Ratios for Grade 8	Totals
Approximately 1,240 Full-Time Employees in Grade 8 (Excluding University System)	n = 14
Actual Salaries with Market	78.1%
Midpoint of Montana's Pay Structure with Market	83.7%
Actual Salaries with Midpoint of Montana's Structure	93.3%

n = Number of Benchmark Jobs

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Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana's Pay Structure: Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants: Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
201001	SECRETARY I	7	1,137	1,020	1,218	1,416	50	136	89.1%	1,276
213004	DATA ENTRY OPER III	7	1,136	1,020	1,218	1,416	15	30	88.0%	1,292
219002	ACCOUNTING CLERK II	7	1,226	1,020	1,218	1,416	61	145	97.4%	1,259
219007	ADMIN CLERK II	7	1,155	1,020	1,218	1,416	34	234	84.4%	1,369
315001	COOK I	7	1,119	1,020	1,218	1,416	46	126	105.3%	1,063
354001	HOME ATTENDANT	7	1,294	1,020	1,218	1,416	8	747	121.0%	1,070
355201	RESIDENT CARE AIDE I	7	1,126	1,020	1,218	1,416	9	1446	107.4%	1,049
441004	FORESTRY WORKER II	7	1,360	1,020	1,218	1,416	7	146	73.0%	1,864
Totals			9,554		9,744		230	3,010		10,240

Compa-Ratios for Grade 7	Totals
Approximately 677 Full-Time Employees in Grade 7 (Excluding University System)	n = 8
Actual Salaries with Market	93.3%
Midpoint of Montana's Pay Structure with Market	95.2%
Actual Salaries with Midpoint of Montana's Structure	98.0%

n = Number of Benchmark Jobs

State of Montana

Salary Survey Results

January 1990

Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana's Pay Structure: Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants: Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
219006	ADMIN CLERK I	6	1,027	956	1,142	1,329	40	346	88.9%	1,155
231002	MAIL CLERK II	6	1,068	956	1,142	1,329	8	12	108.8%	982
361002	LAUNDRY WORKER I	6	1,072	956	1,142	1,329	31	143	116.1%	923
372002	SECURITY GUARD I	6	1,039	956	1,142	1,329	11	894	68.7%	1,513
382101	CUSTODIAN I	6	1,077	956	1,142	1,329	79	543	99.7%	1,081
899016	LABORER II	6	1,073	956	1,142	1,329	8	28	72.1%	1,487
979001	MICROFILM CLERK I	6	1,119	956	1,142	1,329	10	100	96.9%	1,155
Totals			7,476		7,994		187	2,066		8,296

Compa-Ratios for Grade 6	Totals
Approximately 356 Full-Time Employees in Grade 6 (Excluding University System)	n = 6
Actual Salaries with Market	90.1%
Midpoint of Montana's Pay Structure with Market	96.4%
Actual Salaries with Midpoint of Montana's Structure	93.5%

n = Number of Benchmark Jobs

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Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana's Pay Structure: Range Min	Range Midpoint	Range Max	Survey Results Combined Totals All Participants: Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
213002	DATA ENTRY OPER I	5	999	898	1,075	1,250	11	36	83.5%	1,196
219005	OFFICE CLERK II	5	963	898	1,075	1,250	21	106	84.0%	1,147
249005	LIBRARY CLERK I	5	947	898	1,075	1,250	13	217	61.8%	1,531
311001	FOOD SRVCS WRKR I	5	955	898	1,075	1,250	43	352	106.6%	896
353002	TOUR GUIDE I	5	938	898	1,075	1,250	3	5	111.3%	842
219004	OFFICE CLERK I	4	901	845	1,012	1,178	15	63	88.8%	1,015
Totals			5,704		6,387		106	779		6,628

Compa-Ratios for Grades 5 – 4

	Totals
Approximately 203 Full-Time Employees in Grades 5-4 (Excluding University System)	n = 6
Actual Salaries with Market	86.1%
Midpoint of Montana's Pay Structure with Market	96.4%
Actual Salaries with Midpoint of Montana's Structure	89.3%

n = Number of Benchmark Jobs

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Summary of Compa-Ratios
Intra/Inter State Comparison

Compa-Ratios	12 State Govts.	Employers Within MT
Actual Salaries with Market	79.1%	90.7%
Midpoint of Montana's Pay Structure with Market	78.1%	92.2%
Actual Salaries with Midpoint of Montana's Structure	101.3%	98.4%

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Salary Survey Results

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Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana Employees: Range Midpoint	Survey Results 12 State Governments: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary	Survey Results Employers Within-MT: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary
188053	ADM TREATMENT SER	22	4,006	3,815	8	7	74.4%	5,386				
188052	ADMIN PROPERTY A	21	4,057	3,530	8	6	101.7%	3,989				
188049	CAREER EXECUTIVE A	21	3,864	3,530	11	10	83.4%	4,635				
188048	CAREER EXECUTIVE A	20	3,652	3,269	7	7	91.6%	3,987				
072002	DENTIST I	19	3,093	3,029	9	56	65.9%	4,691				
073006	DIST VET LVSTK INSP	19	3,112	3,029	7	20	97.5%	3,193				
188047	CAREER EXECUTIVE A	19	3,383	3,029	7	7	81.8%	4,138				
187023	SUPERT INST	19	3,153	3,029	9	62	96.9%	3,255				
005020	CIVIL ENGINEERING M	18	3,360	2,841	11	337	83.5%	4,022				
188045	ADM GENERAL SRV	18	2,574	2,841	8	7	54.9%	4,687				
188046	CAREER EXECUTIVE A	18	3,057	2,841	11	28	93.4%	3,274				
Totals			37,311	34,783	96	547		45,257				

Compa-Ratios for Grades 18 – 21	States	MT
Approximately 238 Full-Time Employees in Grades 18-21 (Excluding University System)	n = 11	n = 0
Actual Salaries with Market	82.4%	
Midpoint of Montana's Pay Structure with Market	76.9%	
Actual Salaries with Midpoint of Montana's Structure	107.3%	

n = Number of Benchmark Jobs

State of Montana

Salary Survey Results

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Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana Employees: Range Midpoint	Survey Results 12 State Governments: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary	Survey Results Employers Within-MT: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary
040046	RESOURCE PRGRM M	17	2,748	2,604	9	150	87.9%	3,126				
045117	PSYCHOLOGIST	17	2,558	2,604	11	119	75.7%	3,381				
075026	NURSING SRVCS MGR	17	3,139	2,604	11	99	114.7%	2,737	31	78	126.9%	2473
110003	LAWYER III	17	2,458	2,604	7	117	80.5%	3,054	9	11	92.3%	2664
160108	ACCOUNTING/FS MGR	17	2,854	2,604	12	136	83.4%	3,421	44	47	97.8%	2918
169014	ADMIN OFFICER V	17	2,718	2,604	5	173	74.5%	3,648	11	36	119.5%	2275
169176	DATA PROCSS MGR III	17	2,905	2,604	12	82	72.2%	4,026	18	33	111.2%	2613
Totals			19,381	18,228	67	876		23,393	113	205		12,943

Compa-Ratios for Grade 17	States	MT
Approximately 234 Full-Time Employees in Grade 17 (Excluding University System)	n = 7	n = 5
Actual Salaries with Market	82.8%	108.7%
Midpoint of Montana's Pay Structure with Market	77.9%	100.6%
Actual Salaries with Midpoint of Montana's Structure	106.3%	108.1%

n = Number of Benchmark Jobs

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Salary Survey Results

January 1990

Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana Employees: Range Midpoint	Survey Results 12 State Governments: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary	Survey Results Employers Within-MT: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary
005018	CIVIL ENGINEERING S	16	2,749	2,390	11	570	73.9%	3,719	9	31	73.8%	3725
020057	SOFTWARE SPEC III	16	2,640	2,390	11	161	78.2%	3,374	5	12	98.4%	2683
029035	ENVIRONMENTL PRGR	16	2,459	2,390	9	146	77.4%	3,176				
041061	FISH/W'LIFE REG MGR	16	2,667	2,390	11	116	86.1%	3,098				
050005	ECONOMIST III	16	2,341	2,390	9	33	76.4%	3,066				
075013	NURSE EXCEPTION	16	2,564	2,390	7	139	90.7%	2,826				
099042	EDUCATION PRGRM R	16	2,419	2,390	7	301	75.2%	3,218				
160018	ACCOUNTANT III	16	2,485	2,390					20	46	81.2%	3061
161008	BUDGET ANALYST EXE	16	2,251	2,390	11	95	67.3%	3,346				
195066	HUMAN SRVCS MGR I	16	2,567	2,390	8	236	101.5%	2,528				
199045	PLANNING MGR I	16	2,573	2,390	7	29	73.7%	3,490				
199072	TELECOM SYS ANLYS	16	2,450	2,390	9	17	91.6%	2,674				
379009	FISH & GAME WARDEN	16	2,730	2,390	10	94	89.0%	3,066				
Totals			32,894	31,070	110	1,937		37,581	34	89		9,469

Compa-Ratios for Grade 16	States	MT
Approximately 447 Full-Time Employees in Grade 16 (Excluding University Sytem)	n = 12	n = 3
Actual Salaries with Market	80.9%	83.1%
Midpoint of Montana's Pay Structure with Market	76.3%	75.7%
Actual Salaries with Midpoint of Montana's Structure	106.0%	109.8%

n = Number of Benchmark Jobs

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January 1990

Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana Employees: Range Midpoint	Survey Results 12 State Governments: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary	Survey Results Employers Within-MT: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary
005017	CIVIL ENGINEERING S	15	2,303	2,193					7	17	76.8%	2998
005054	ENVIRONMENTL ENGI	15	2,268	2,193	10	318	70.4%	3,223				
012010	PROGRMR/ANALYST III	15	2,334	2,193	11	835	79.8%	2,925	17	35	98.5%	2369
029019	FORENSIC SCIENTIST	15	2,187	2,193	10	100	67.5%	3,243				
040015	FORESTRY PRGRM OF	15	2,423	2,193	9	64	86.1%	2,815				
075019	NURSE PUB HLTH CNS	15	1,984	2,193	7	70	76.7%	2,586				
079056	HEALTH SRVCS PRGR	15	2,354	2,193	8	125	88.0%	2,675				
110002	LAWYER II	15	1,974	2,193	11	366	53.5%	3,691	12	24	85.7%	2303
160017	ACCOUNTANT II	15	2,177	2,193					18	32	84.7%	2570
160114	BANK EXAMINER III	15	2,271	2,193	11	37	76.7%	2,960				
161165	MANAGEMENT ANLYS	15	2,264	2,193	11	174	85.7%	2,641				
165007	INFORMATION OFFCR	15	2,347	2,193	12	184	92.3%	2,542				
166064	PERSONNEL OFFCR I	15	2,243	2,193	12	89	86.7%	2,588	26	29	98.8%	2269
182005	FIELD PROJECT MGR	15	2,453	2,193	5	170	91.8%	2,673				
191008	REVIEW APPRAISER	15	2,039	2,193	9	34	70.1%	2,909				
195115	COMMUNITY SOC WRK	15	2,224	2,193	11	578	84.9%	2,619				
199009	PLANNER V	15	2,236	2,193	7	81	74.3%	3,010	6	7	105.5%	2119
375004	HWY PATROL LIEUTEN	15	2,461	2,193	10	192	67.9%	3,626				
Totals			40,543	39,474	154	3,417		46,726	86	144		14,628

Compa-Ratios for Grade 15	States	MT
Approximately 643 Full-Time Employees in Grade 15 (Excluding University System)	n = 16	n = 6
Actual Salaries with Market	77.2%	90.7%
Midpoint of Montana's Pay Structure with Market	75.1%	90.0%
Actual Salaries with Midpoint of Montana's Structure	102.8%	100.8%

n = Number of Benchmark Jobs

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Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana Employees: Range Midpoint	Survey Results 12 State Governments: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary	Survey Results Employers Within-MT: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary
001006	ARCHITECT II	14	1,793	2,019	7	41	58.7%	3,056				
005016	CIVIL ENGINEERING S	14	1,945	2,019					11	21	71.3%	2727
005026	DESIGNER III	14	2,168	2,019	7	702	74.1%	2,927				
024013	HYDROLOGIST	14	1,815	2,019	8	72	62.9%	2,886				
029023	ENVIRONMENTL SPEC	14	1,901	2,019	11	320	73.1%	2,599				
041056	FISH/W'LIFE BIOLOGIS	14	2,104	2,019	11	259	83.8%	2,510				
045014	GUIDANCE COUNSELO	14	1,826	2,019					3	10	69.6%	2625
045040	REHAB COUNSELOR S	14	2,165	2,019	10	142	78.5%	2,760				
078008	MEDICAL TECHNLGST	14	2,190	2,019	11	101	97.1%	2,255	14	61	102.5%	2137
160016	ACCOUNTANT I	14	1,958	2,019					24	52	93.8%	2086
166026	EMPLOYMENT MGR I	14	2,236	2,019	12	92	86.3%	2,592				
168031	HLTH CARE FCLTY SR	14	1,842	2,019	10	182	79.7%	2,311				
168098	BUILDING CODES INSP	14	1,934	2,019	8	60	84.1%	2,299	6	12	102.8%	1881
169012	ADMIN OFFICER II	14	2,055	2,019	7	558	75.6%	2,717	19	31	94.8%	2167
191012	RIGHT/WAY AGENT IV	14	1,589	2,019	10	83	54.3%	2,924				
195114	SOCIAL WORKER,COM	14	1,872	2,019	10	1988	84.6%	2,211				
196002	PILOT II	14	2,084	2,019	11	35	77.0%	2,705	1	70	99.2%	2100
375014	HWY PAT OFFCR II	14	2,122	2,019	10	2575	84.2%	2,520				
378006	EMERGENCY MGMT S	14	2,007	2,019	11	41	88.7%	2,263				
Totals			37,603	38,361	154	7,251		41,535	78	257		15,723

Compa-Ratios for Grade 14

	States	MT
Approximately 989 Full-Time Employees in Grade 14 (Excluding University System)	n = 16	n = 7
Actual Salaries with Market	76.7%	89.0%
Midpoint of Montana's Pay Structure with Market	77.8%	89.9%
Actual Salaries with Midpoint of Montana's Structure	98.7%	99.0%

n = Number of Benchmark Jobs

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005015	CIVIL ENGINEERING S	13	1,659	1,851	11	534	65.4%	2,537	9	21	63.3%	2622
012008	PROGRMR/ANALYST I	13	1,618	1,851	11	411	68.7%	2,354	10	14	90.5%	1787
018005	ENGINEEERING TECH I	13	1,979	1,851	11	871	79.4%	2,492				
040013	FORESTER II	13	1,895	1,851	10	278	80.4%	2,357				
045011	VOCATIONAL REHAB C	13	1,707	1,851	10	232	86.3%	1,978				
075002	NURSE PROF II	13	1,996	1,851	10	399	88.6%	2,252	20	420	93.6%	2133
078007	RADLGCL TECHNLGST	13	1,256	1,851	9	24	54.4%	2,308	16	46	66.8%	1879
102002	CURATOR I	13	1,711	1,851	10	45	103.4%	1,655				
132002	EDITOR II	13	2,117	1,851	10	107	89.6%	2,363				
160015	ACCOUNTING SPEC III	13	1,854	1,851	12	443	66.6%	2,783	20	31	87.9%	2110
166058	PERSONNEL SPEC II	13	1,790	1,851	12	201	70.8%	2,529				
195017	PROBATION/PAROLE	13	1,787	1,851	11	636	82.3%	2,171				
199058	RESEARCH SPEC II	13	1,759	1,851	7	140	72.1%	2,438				
213047	COMPUTER OPER III	13	1,862	1,851					7	11	105.7%	1761
379005	FISH & GAME WARDEN	13	1,604	1,851	11	627	67.4%	2,379				
431006	FISH HATCHERY SUPV	13	2,049	1,851	12	83	86.0%	2,383				
823006	COMMUNICATIONS TE	13	1,738	1,851	8	136	70.0%	2,483				
Totals			30,381	31,467	165	5,167		37,462	82	543		12,292

Compa-Ratios for Grade 13

	States	MT
Approximately 924 Full-Time Employees in Grade 13 (Excluding University Employees)	n = 16	n = 6
Actual Salaries with Market	76.1%	83.3%
Midpoint of Montana's Pay Structure with Market	79.1%	90.4%
Actual Salaries with Midpoint of Montana's Structure	96.3%	92.2%

n = Number of Benchmark Jobs

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005014	CIVIL ENGINEERING S	12	1,413	1,718					6	14	68.2%	2072
005024	DESIGNER I	12	1,689	1,718	8	1032	79.2%	2,132	1	2	87.8%	1923
022013	CHEMIST II	12	1,595	1,718	11	98	76.5%	2,086				
075001	NURSE PROF I	12	1,633	1,718					24	980	74.5%	2192
079034	MEDICAL RECORDS A	12	1,808	1,718					15	15	90.6%	1996
100024	LIBRARIAN I	12	1,768	1,718	11	119	71.4%	2,475	15	33	92.1%	1919
160014	ACCOUNTING SPEC II	12	1,677	1,718	11	763	76.8%	2,182	16	29	83.9%	1999
160075	AUDITOR II	12	1,672	1,718	11	214	76.2%	2,195				
166003	EMPLOYMENT SRVCS	12	1,677	1,718	11	1323	85.8%	1,954				
169010	ADMIN ASSISTANT IV	12	1,765	1,718	9	807	77.4%	2,282				
195082	ELIGIBILITY TECH SUP	12	1,803	1,718	10	528	81.8%	2,205				
241212	UI CLAIMS SPEC 1	12	1,655	1,718	9	270	81.4%	2,034				
413016	WILDLIFE AREA MGR I	12	1,972	1,718	10	131	98.5%	2,002				
899005	MAINTENANCE SUPV I	12	1,833	1,718					43	52	95.8%	1913
Totals			23,961	24,052	101	5,285		21,547	120	1,125		14,014

Compa-Ratios for Grade 12	States	MT
Approximately 856 Full-Time Employees in Grade 12 (Excluding University System)	n = 10	n = 7
Actual Salaries with Market	80.2%	84.4%
Midpoint of Montana's Pay Structure with Market	79.7%	85.8%
Actual Salaries with Midpoint of Montana's Structure	100.5%	98.3%

n = Number of Benchmark Jobs

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005023	DESIGN TECHNICIAN II	11	1,522	1,597	8	1019	65.8%	2,315				
012040	OFFICE SYSTEMS TEC	11	1,470	1,597	7	94	68.2%	2,155	6	6	83.0%	1771
018003	ENGINEERING TECH I	11	1,382	1,597	10	1302	63.6%	2,174	10	31	89.9%	1537
020015	STATISTICIAN I	11	1,676	1,597	11	104	88.6%	1,892				
029006	LABORATORY TECH III	11	1,832	1,597	8	122	105.9%	1,730				
041032	MICROBIOLOGIST I	11	1,507	1,597	9	21	83.7%	1,800				
160013	ACCOUNTING SPEC I	11	1,604	1,597	12	513	88.4%	1,815	7	20	89.0%	1802
168084	DRIVERS SRVCS SPEC	11	1,577	1,597	9	598	90.8%	1,736				
191010	RIGHT/WAY AGENT II	11	1,563	1,597	11	127	67.1%	2,329				
195081	ELIGIBILITY TECH II	11	1,588	1,597	9	2565	88.8%	1,788				
201005	SCRETARY/ADMII	11	1,683	1,597					26	1782	98.0%	1,717
213046	COMPUTER OPER II	11	1,331	1,597					12	27	88.8%	1499
Totals			18,736	19,164	94	6,465		19,734	61	1,866		8,326

Compa-Ratios for Grade 11	States	MT
Approximately 716 Full-Time Employees in Grade 11 (Excluding University System)	n = 10	n = 5
Actual Salaries with Market	79.7%	89.7%
Midpoint of Montana's Pay Structure with Market	80.9%	95.9%
Actual Salaries with Midpoint of Montana's Structure	98.4%	93.5%

n = Number of Benchmark Jobs

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020014	STATISTICAL TECH II	10	1,451	1,489	4	47	89.8%	1,615				
079002	LPN II	10	1,424	1,489					17	133	99.2%	1436
160004	ACCOUNTING TECH II	10	1,443	1,489					36	65	84.3%	1712
166024	PERSONNEL TECH II	10	1,516	1,489	10	369	79.0%	1,918				
201004	SECRETARY, ADMIN I	10	1,472	1,489					27	93	102.2%	1441
213054	COMPUTER OPER TEC	10	1,480	1,489					12	14	102.3%	1447
249023	LIBRARY TECH II	10	1,449	1,489	10	1130	76.1%	1,903	14	52	140.8%	1029
372011	CORRECT'L OFFCR II	10	1,446	1,489	9	2348	77.5%	1,866				
413005	BRAND INSPECTOR S	10	1,551	1,489	8	29	66.1%	2,346				
899003	MAINT WRKR III	10	1,544	1,489					29	96	95.9%	1610
Totals			14,777	14,890	41	3,923		9,648	135	453		8,675

Compa-Ratios for Grade 10	States	MT
Approximately 676 Full-Time Employees in Grade 10 (Excluding University System)	n = 5	n = 6
Actual Salaries with Market	76.8%	101.6%
Midpoint of Montana's Pay Structure with Market	77.2%	103.0%
Actual Salaries with Midpoint of Montana's Structure	99.6%	98.6%

n = Number of Benchmark Jobs

State of Montana

Salary Survey Results

January 1990

Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana Employees: Range Midpoint	Survey Results 12 State Governments: Participants # of Org	Survey Results 12 State Governments: Participants # of Empl	Survey Results 12 State Governments: Compa Actual/ Market	Survey Results 12 State Governments: Survey Weighted Salary	Survey Results Employers Within-MT: Participants # of Org	Survey Results Employers Within-MT: Participants # of Empl	Survey Results Employers Within-MT: Compa Actual/ Market	Survey Results Employers Within-MT: Survey Weighted Salary
017006	DRAFTER II	9	1,287	1,390	7	91	85.1%	1,512	18	21	78.5%	1638
020013	STATISTICAL TECH I	9	1,332	1,390	7	101	86.0%	1,548				
079001	LPN I	9	1,236	1,390					25	230	88.6%	1395
160003	ACCOUNTING TECH I	9	1,365	1,390					37	70	94.2%	1448
169007	ADMIN ASSISTANT I	9	1,342	1,390	8	1324	71.1%	1,889				
201003	SECRETARY III	9	1,310	1,390					38	154	87.7%	1493
201009	SECRETARY,LEGAL II	9	1,299	1,390					14	26	92.0%	1411
203019	WORD PROCSS TECH	9	1,325	1,390	11	704	81.7%	1,622				
213006	DATA ENTRY SUPV II	9	1,466	1,390					7	8	75.7%	1936
215004	PAYROLL TECHNICIAN	9	1,349	1,390					57	67	87.6%	1540
355011	SPECIAL DUTY AIDE I	9	1,350	1,390	5	536	104.2%	1,295				
382105	CUSTODIAL SUPV I	9	1,444	1,390					44	86	49.8%	2903
922002	WAREHOUSE WORKE	9	1,277	1,390					8	25	106.2%	1202
Totals			17,382	18,070	38	2,756		7,866	248	687		14,966

Compa-Ratios for Grade 9	States	MT
Approximately 802 Full-Time Employees in Grade 9 (Excluding University System)	n = 5	n = 9
Actual Salaries with Market	84.4%	80.4%
Midpoint of Montana's Pay Structure with Market	88.4%	83.6%
Actual Salaries with Midpoint of Montana's Structure	95.5%	96.2%

n = Number of Benchmark Jobs

State of Montana

Salary Survey Results

January 1990

Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana Employees: Range Midpoint	Survey Results 12 State Governments: Participants # of Org	Survey Results 12 State Governments: Participants # of Empl	Survey Results 12 State Governments: Compa Actual/ Market	Survey Results 12 State Governments: Survey Weighted Salary	Survey Results Employers Within-MT: Participants # of Org	Survey Results Employers Within-MT: Participants # of Empl	Survey Results Employers Within-MT: Compa Actual/ Market	Survey Results Employers Within-MT: Survey Weighted Salary
018010	SURVEY AIDE II	8	1,169	1,299	7	499	57.8%	2,020				
029003	LABORATORY AIDE II	8	1,260	1,299	11	79	87.0%	1,449				
199051	RESEARCH AIDE II	8	1,129	1,299	6	42	71.3%	1,583				
201002	SECRETARY II	8	1,230	1,299					67	321	98.0%	1255
205006	EMPLOYMENT ASSIST	8	1,172	1,299	8	134	77.8%	1,506				
207002	DUPLICATING MACHIN	8	1,206	1,299	10	109	77.0%	1,566	6	6	93.3%	1293
207007	WORD PROCSS OPER	8	1,197	1,299					11	20	92.1%	1300
219003	ACCOUNTING CLERK II	8	1,252	1,299					51	168	93.2%	1343
219008	ADMIN CLERK III	8	1,239	1,299					26	107	90.0%	1376
355202	RESIDENT CARE AIDE I	8	1,183	1,299	10	2952	75.8%	1,561	20	1065	148.8%	795
359002	COTTAGE LIFE ATTEN	8	1,180	1,299	8	612	58.5%	2,016				
413001	BRAND INSPECTOR II	8	1,204	1,299	8	116	71.0%	1,695				
431003	FISH HATCHERY WRK	8	1,211	1,299	10	279	65.9%	1837				
899001	MAINTENANCE WRKR I	8	1,336	1,299					46	106	92.4%	1446
Totals			16,967	18,186	78	4,822		15,233	227	1,793		8,808

Compa-Ratios for Grade 8	States	MT
Approximately 1,240 Full-Time Employees in Grade 8 (Excluding University System)	n = 9	n = 7
Actual Salaries with Market	70.3%	98.1%
Midpoint of Montana's Pay Structure with Market	76.7%	103.2%
Actual Salaries with Midpoint of Montana's Structure	91.6%	95.1%

n = Number of Benchmark Jobs

State of Montana

Salary Survey Results

January 1990

Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana Employees: Range Midpoint	Survey Results 12 State Governments: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary	Survey Results Employers Within-MT: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary
201001	SECRETARY I	7	1,137	1,218					50	136	89.1%	1276
213004	DATA ENTRY OPER III	7	1,136	1,218					15	30	87.9%	1292
219002	ACCOUNTING CLERK II	7	1,226	1,218					61	145	106.3%	1259
219007	ADMIN CLERK II	7	1,155	1,218					34	234	84.3%	1369
315001	COOK I	7	1,119	1,218					46	126	105.3%	1063
354001	HOME ATTENDANT	7	1,294	1,218	8	747	120.9%	1,070				
355201	RESIDENT CARE AIDE I	7	1,126	1,218	9	1446	107.4%	1,049				
441004	FORESTRY WORKER II	7	1,360	1,218	7	146	73.0%	1,864				
Totals			9,554	9,744	24	2,339		3,983	206	671		6,259

Compa-Ratios for Grade 7	States	MT
Approximately 677 Full-Time Employees in Grade 7 (Excluding University System)	n = 3	n = 5
Actual Salaries with Market	94.9%	94.0%
Midpoint of Montana's Pay Structure with Market	91.7%	97.3%
Actual Salaries with Midpoint of Montana's Structure	103.5%	96.6%

n = Number of Benchmark Jobs

State of Montana

Salary Survey Results

January 1990

Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana Employees: Range Midpoint	Survey Results 12 State Governments: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary	Survey Results Employers Within-MT: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary
219006	ADMIN CLERK I	6	1,027	1,142					40	346	88.9%	1155
231002	MAIL CLERK II	6	1,068	1,142					8	12	108.7%	982
361002	LAUNDRY WORKER I	6	1,072	1,142					31	143	116.2%	923
372002	SECURITY GUARD I	6	1,039	1,142	11	894	68.7%	1,513				
382101	CUSTODIAN I	6	1,077	1,142					79	543	99.7%	1081
899016	LABORER II	6	1,073	1,142					8	28	72.1%	1487
979001	MICROFILM CLERK I	6	1,119	1,142	10	100	96.9%	1,155				
Totals			7,476	7,994	21	994		2,668	166	1,072		5,628

Compa-Ratios for Grade 6	States	MT
Approximately 356 Full-Time Employees in Grade 6 (Excluding University System)	n = 2	n = 5
Actual Salaries with Market	80.9%	94.5%
Midpoint of Montana's Pay Structure with Market	85.6%	101.5%
Actual Salaries with Midpoint of Montana's Structure	94.5%	93.1%

n = Number of Benchmark Jobs

State of Montana

Salary Survey Results

January 1990

Class Number	Class Title	Grade	Montana Employees: Actual Average	Montana Employees: Range Midpoint	Survey Results 12 State Governments: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary	Survey Results Employers Within-MT: Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary
213002	DATA ENTRY OPER I	5	999	1,075					11	36	83.6%	1196
219005	OFFICE CLERK II	5	963	1,075					21	106	84.0%	1147
249005	LIBRARY CLERK I	5	947	1,075	5	185	57.6%	1,645	8	32	108.0%	877
311001	FOOD SRVCS WRKR I	5	955	1,075					43	352	106.6%	896
353002	TOUR GUIDE I	5	938	1,075	3	5	111.4%	842				
219004	OFFICE CLERK I	4	901	1,012					15	63	88.8%	1015
Totals			5,704	6,387	8	190		2,487	98	589		5,131

Compa-Ratios for Grades 5 – 4

Approximately 203 Full-Time Employees in Grades 5-4 (Excluding University System)

	States	MT
	n = 2	n = 5
Actual Salaries with Market	75.8%	92.9%
Midpoint of Montana's Pay Structure with Market	86.4%	103.5%
Actual Salaries with Midpoint of Montana's Structure	87.7%	89.7%

n = Number of Benchmark Jobs

State of Montana

Salary Survey Results

January 1990

Class Number	Class Title	Grade	Montana Employees Actual Average	Survey Results 12 State Governments Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary	Survey Results Employers Within-MT Participants # of Org	# of Empl	Compa Actual/ Market	Survey Weighted Salary
Other Pay Plans											
982902	LIQUOR STORE CLR 2	17	1,265	3	502	83.6%	1,509				
999910	TEACHER-INSTITUTIO	17	1,902					20	3019	83.4%	2281
999902	PHYSICIAN-SPECIALIS	17	8,313	10	138	137.8%	6,033				

State of Montana

Salary Survey Results

January 1990

Class Number	Class Title	Grade	Montana Employees Actual Average	Survey Results 12 State Governments Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary	Survey Results Employers Within-MT Participants # of Org	Participants # of Empl	Compa Actual/ Market	Survey Weighted Salary
Blue Collar Plan											
998603	PLUMBER	12	2,118					5	36	74.3%	2849
996302	WORKING SHOP FRMA	11	2,027					40	86	91.8%	2209
996301	MACHINIST/MECHANIC	10	1,935					50	407	90.3%	2143
996601	CARPENTER	10	1,955					11	21	100.1%	1953
999001	TRUCK DRIVER <5 YR	7	1,697					26	431	76.9%	2208
998905	LABORER	5	1,632					19	269	108.6%	1503
Totals			11,364	0	0		0	106	1,123		12,865

Compa-Ratios for Blue Collar Plan

Actual Salaries with Market

States	MT
n = 0	n = 6
	88.3%

State of Montana

January 1990

Preliminary

Survey Results

Benefits

Salary and Benefits

Survey Results

State of Montana Survey January 1990

State	Health/ Dental/ Life	Retire- ment Plan	Annual/ Holiday/ Sick	Total Benefit Package	Average Salary	Total Salary & Benefits
MT	$1,560	$1,301	$3,002	5,863	$20,281	$26,144
	7.69%	6.42%	14.80%	28.91%		
ND	$2,395	$1,820	$2,840	7,055	$19,956	$27,011
	12.00%	9.12%	14.23%	35.35%		
CO	$972	$3,446	$3,658	8,076	$28,248	$36,324
	3.44%	12.20%	12.95%	28.59%		
AZ	$2,790	$450	$3,128	6,368	$22,500	$28,868
	12.40%	2.00%	13.90%	28.30%		
WY	$1,338	$1,672	$3,121	6,131	$22,296	$28,427
	6.00%	7.50%	14.00%	27.50%		
NV	$2,050	$4,181	$3,330	9,561	$25,036	$34,597
	8.19%	16.70%	13.30%	38.19%		
SD	$1,033	$946	$2,763	4,742	$18,928	$23,670
	5.46%	5.00%	14.60%	25.06%		
MN	$2,966	$1,427	$4,421	8,814	$27,979	$36,793
	10.60%	5.10%	15.80%	31.50%		
OR	$3,148	$1,453	$3,390	7,991	$24,216	$32,207
	13.00%	6.00%	14.00%	33.00%		
UT	$2,891	$2,813	$3,664	9,368	$23,795	$33,163
	12.15%	11.82%	15.40%	39.37%		
WA	$3,093	$1,613	$3,463	8,169	$26,436	$34,605
	11.70%	6.10%	13.10%	30.90%		
ID	$1,778	$2,165	$3,386	7,329	$24,357	$31,686
	7.30%	8.89%	13.90%	30.09%		
NM	$2,216	$2,891	$3,052	8,159	$20,904	$29,063
	10.60%	13.83%	14.60%	39.03%		

Salary and Benefits

Survey Results

State of Montana Survey January 1990

Job Matching

Recommendation

Include
In Future
Surveys

The participant should indicate:

- ✓ Even Match
- ✓ Heavy Match
- ✓ Light Match

Job Matching

in Future Surveys

Even Match

An *EVEN* match indicates the job has essentially the same principal function as the benchmark job, and the employee performs duties the same as or comparable to most, if not all of the typical duties.

Heavy Match

If a job does slightly more than the benchmark job, it is co*nside*red a HEAVY match.

Light Match

If a job does slightly less than the benchmark job, it is *consi*dered a LIGHT match.

Benchmark Jobs

Recommendation

Insure That Jobs

Selected as

Benchmarks Are

Properly Representative

Of the Organization -

Horizontally and

Vertically.

Longevity

Recommendation

Consistency

Insure That Survey Data Is Capturing Base Pay and Longevity As Distinct Factors

Survey Demographics

Recommendation

Expand the Impact of Survey Demographics.

- NE Region
- SW Region
- CE Region
- SE Region
- NW Region

2

Classification

Job Analysis
In Montana State Government

The Current Procedures Followed

By the Classification Bureau

of the Department of Administration

Follow Guidelines Established by

Generally Accepted

Compensation Principles

Regarding the Use of Position Description

Questionnaires and Job Audits in the

Job Analysis Process.

Job Evaluation

Objectives

- Internal Wage/Salary Structure
- Information for Human Resource Functions
- Career Paths
- Equity/Fairness/ Stable Environment
- Basis for Performance Appraisal
- Job Inventory

Job Evaluation

Two Basic Approaches in Establishing Job Worth Hierarchy

- Market-Data Oriented

- Job-Content Oriented

Job Evaluation

Major Types of Job-Content Methods

Non-Quantitative
or
"Whole-Job"
Method

- Ranking
- Classification
- Slotting

Quantitative
or
"Factor"
Method

- Point Factor
- Factor Comparison
- Job Component

Job Evaluation
In Montana State Government

- Statewide Pay Plan
  Slotting Method/Ranking
- Blue Collar Plan
  Point Factor Method
- State Liquor Plan
  Ranking Method
- Teachers Plan
  Ranking Method
- Physicians Plan
  Ranking Method
- Exempt Positions
  Market Pricing
  Ranking

Job Evaluation

Compensable Factors

Factors Used to Determine Differences In Job Rates of Pay

Compensable Factors Should Be:

- Quantifiable
- Relatively Easy to Describe and Document
- Should be Applied Consistently to Arrive at Similar Results

Job Evaluation

Slotting Method in Statewide Pay Plan

Step One	Utilize Existing Hierarchy Based on Factor-Guided Whole Job Ranking System Using 5 Compensable Factors
Step Two	Compare New or Revised Class with Compensable Factors & Jobs Assigned to Existing Job Grades.
Step Three	Assign Class to Grade Containing Other Jobs Which Appear to be of Similar Overall Worth.

Job Evaluation

In the Statewide Pay Plan

Recommendation

Establish a New

Point Factor

Job Evaluation System

For the Statewide Pay Plan

Giving Strong Consideration

To Creating Two Systems -

Exempt and Non-exempt.

Classification Process
In Montana State Government
Recommendation

Adjust the Current Process

of Communicating the

Classification Process to

State Employees.

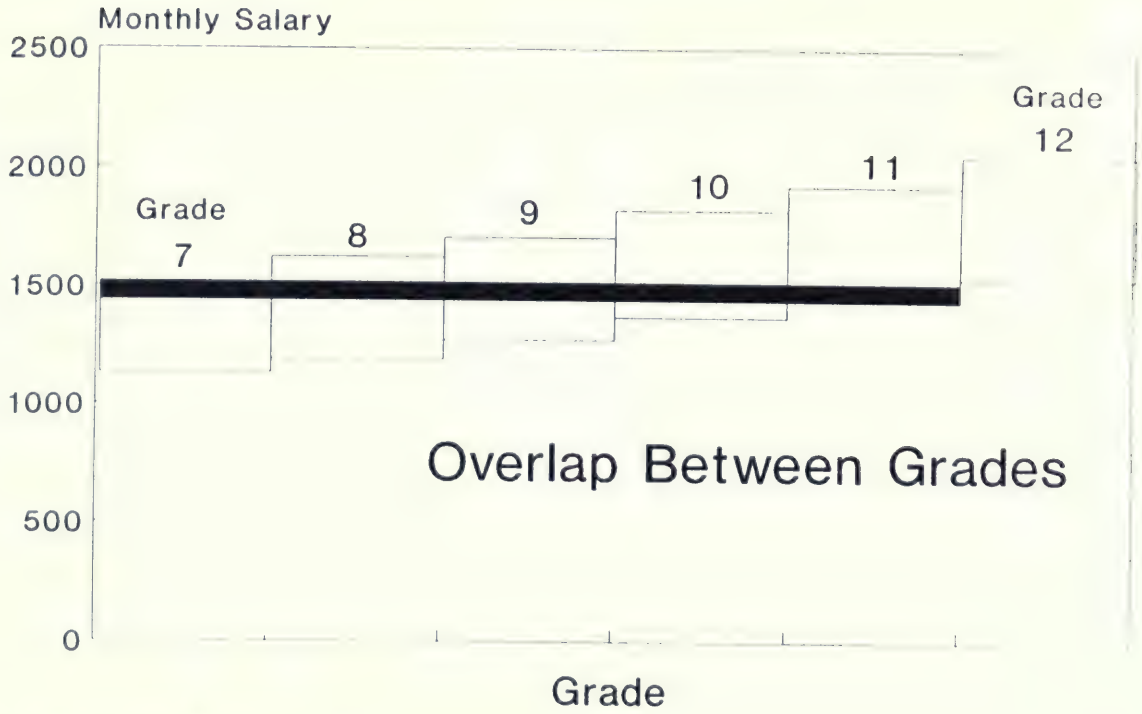
3
Other Concerns

Pay Compression Problems

Pay Compression:

- Is a Problem of Pay Distribution.
- Is the Reduction of Pay Rate Differences:
  - Among Individuals in Different Pay Levels or Grades.
  - Among Individuals Within the Same Pay Grade. Compression Can Occur at Starting Rates, at the Mid-point or at the Maximum of the Pay Grade.
- Contributes to Problems in Equity Administration.

State of Montana
Statewide Pay Plan



Fiscal Year 1991 Salaries

State of Montana
Statewide Pay Plan

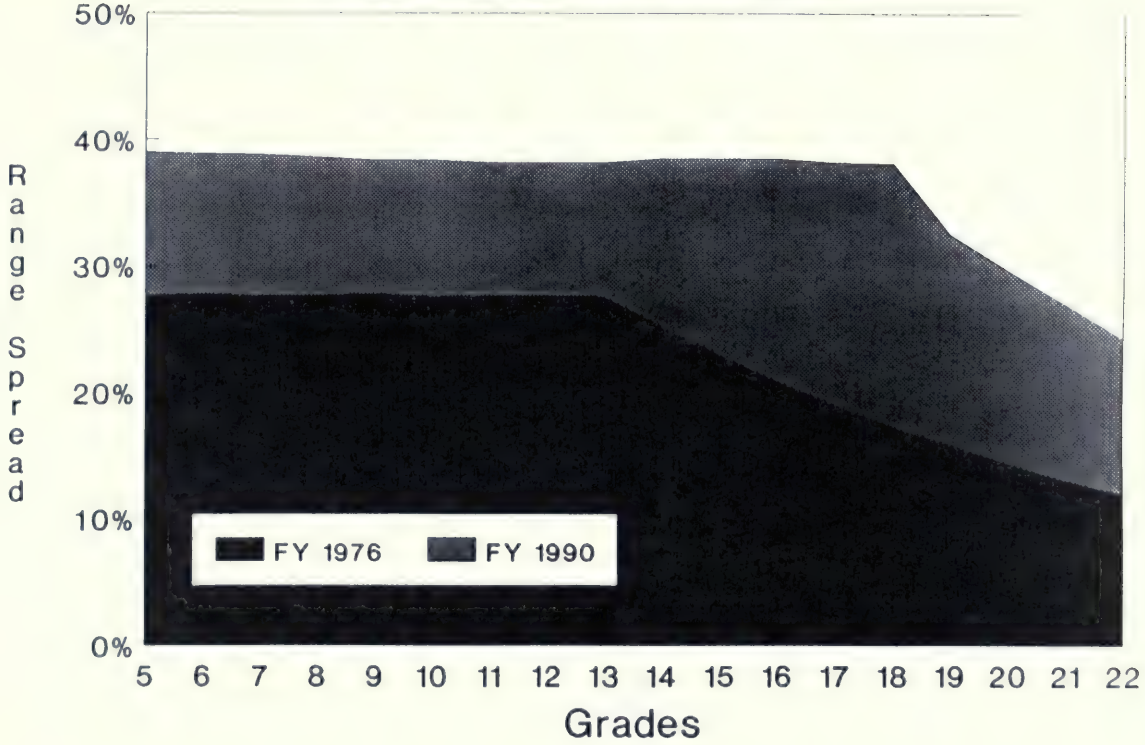
Historical Overview of Wage Distribution Problems

Range Spread
Midpoint Progression
Range Overlap

State of Montana

Range Spread

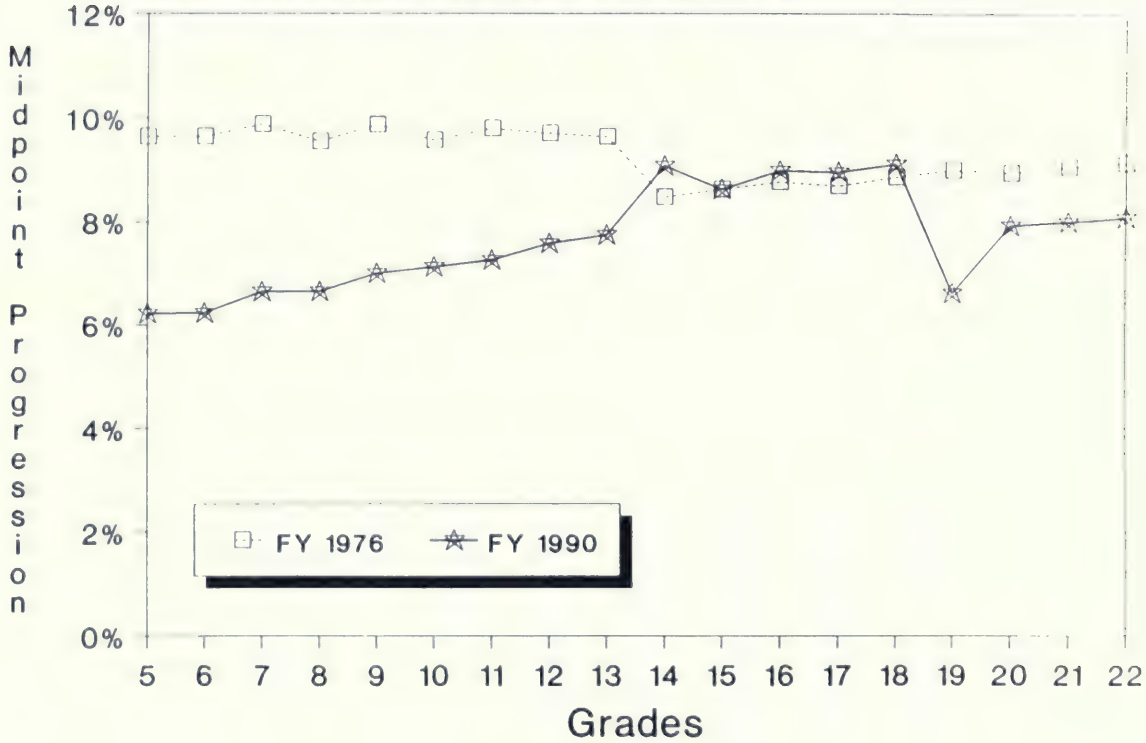
Fiscal Years 1976 and 1990



State of Montana

Midpoint Progression

Fiscal Years 1976 and 1990



State of Montana

Range Spread Percentage

Fiscal Years 1976–1991

Grade	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987/ 88/89	1990	1991
1	20.9%	20.8%	20.0%	19.7%	34.0%	34.6%	34.3%	34.5%	39.3%	42.2%	42.2%	42.5%	39.9%	37.3%
2	27.5%	27.7%	26.0%	25.8%	33.8%	34.3%	34.1%	34.2%	38.9%	41.9%	41.9%	42.2%	39.5%	37.3%
3	27.5%	27.5%	26.8%	25.7%	33.4%	33.8%	34.0%	34.1%	38.8%	41.4%	41.5%	41.8%	39.5%	37.3%
4	27.7%	27.7%	27.0%	26.4%	33.3%	33.7%	33.8%	33.7%	38.5%	41.0%	41.1%	41.6%	39.2%	37.2%
5	27.7%	27.7%	27.1%	26.7%	33.2%	33.6%	33.5%	33.6%	38.2%	40.9%	40.9%	41.2%	39.0%	37.2%
6	27.6%	27.8%	27.3%	26.9%	32.9%	33.2%	33.2%	33.4%	38.0%	40.6%	40.6%	40.9%	38.9%	37.1%
7	27.6%	27.7%	27.3%	27.1%	32.6%	32.9%	33.1%	33.1%	37.8%	40.2%	40.3%	40.6%	38.8%	37.0%
8	27.8%	27.7%	27.5%	27.4%	32.5%	32.9%	32.9%	33.1%	37.6%	40.0%	40.0%	40.4%	38.6%	37.0%
9	27.7%	27.8%	27.6%	27.5%	32.4%	32.7%	32.7%	32.9%	37.3%	39.7%	39.8%	40.0%	38.4%	37.0%
9.5			27.7%	27.6%										
10	27.6%	27.6%	27.7%	27.7%	32.3%	32.4%	32.6%	32.6%	37.1%	39.4%	39.5%	39.7%	38.4%	37.0%
10.5			27.8%	27.8%										
11	27.7%	27.7%	27.9%	27.9%	32.0%	32.3%	32.4%	32.5%	36.8%	39.2%	39.3%	39.6%	38.2%	36.9%
11.5			27.8%	28.0%										
12	27.5%	27.7%	27.8%	28.0%	32.0%	32.2%	32.3%	32.4%	36.7%	39.0%	39.1%	39.3%	38.2%	37.2%
12.5			27.8%	28.1%										
13	27.6%	27.6%	27.8%	26.0%	31.8%	32.0%	32.2%	32.3%	36.5%	38.8%	38.8%	39.1%	38.2%	37.6%
14	25.2%	25.2%	26.2%	27.3%	31.8%	31.9%	32.0%	32.1%	36.4%	38.6%	38.6%	38.8%	38.5%	38.0%
15	23.0%	23.0%	24.2%	25.4%	31.6%	31.8%	31.9%	32.0%	36.2%	38.4%	38.5%	38.7%	38.5%	38.5%
16	20.9%	20.9%	22.3%	23.6%	31.5%	31.7%	31.8%	31.9%	36.1%	38.2%	38.3%	38.4%	38.5%	38.4%
17	19.1%	19.0%	20.5%	22.0%	31.4%	31.6%	31.7%	31.7%	36.0%	38.1%	38.1%	38.3%	38.2%	38.3%
18	17.4%	17.3%	19.0%	20.6%	31.4%	31.5%	31.5%	31.6%	35.8%	37.9%	38.0%	38.1%	38.1%	38.1%
19	15.8%	15.9%	17.5%	19.2%	28.7%	28.8%	28.8%	28.9%	31.0%	32.3%	32.4%	32.5%	32.5%	32.5%
20	14.4%	14.4%	16.3%	18.0%	26.1%	26.1%	26.2%	26.3%	28.3%	29.6%	29.6%	29.7%	29.7%	29.7%
21	13.2%	13.1%	15.0%	16.8%	23.5%	23.6%	23.6%	23.7%	25.6%	26.9%	26.9%	27.0%	27.0%	27.0%
22	12.0%	12.0%	13.9%	15.8%	21.0%	21.1%	21.1%	21.1%	23.0%	24.2%	24.3%	24.3%	24.3%	24.3%
23	10.9%	11.0%	12.9%	14.9%	18.6%	18.6%	18.6%	18.6%	20.5%	21.8%	21.7%	21.8%	21.8%	21.8%
24	10.0%	10.0%	12.0%	14.0%	16.2%	16.2%	16.2%	16.3%	18.1%	19.2%	19.2%	19.3%	19.3%	19.3%
25	9.1%	9.1%	11.1%	13.2%	8.6%	13.9%	13.9%	13.9%	15.7%	16.8%	16.8%	16.8%	16.8%	16.8%

State of Montana

Midpoint Progression Percentage

Fiscal Years 1976–1991

Grade	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987/ 88/89	1990	1991
1														
2	7.0%	6.9%	6.6%	5.8%	7.9%	7.6%	6.9%	6.3%	6.2%	6.3%	6.1%	5.9%	5.5%	5.3%
3	9.8%	9.8%	8.8%	8.4%	7.9%	7.5%	6.9%	6.4%	6.4%	6.3%	6.1%	5.9%	5.8%	5.5%
4	9.7%	9.6%	9.1%	8.4%	8.0%	7.8%	7.1%	6.5%	6.6%	6.7%	6.4%	6.2%	5.9%	5.6%
5	9.7%	9.6%	9.0%	8.6%	8.2%	7.9%	7.4%	6.9%	6.8%	6.8%	6.6%	6.5%	6.2%	5.9%
6	9.7%	9.6%	9.2%	8.6%	8.4%	7.9%	7.5%	6.9%	7.0%	7.0%	6.8%	6.6%	6.2%	6.1%
7	9.8%	9.9%	9.2%	8.8%	8.4%	8.3%	7.6%	7.3%	7.3%	7.3%	7.1%	6.9%	6.7%	6.4%
8	9.6%	9.6%	9.2%	8.7%	8.4%	8.2%	7.7%	7.3%	7.3%	7.2%	7.1%	6.9%	6.7%	6.4%
9	9.7%	9.9%	9.4%	8.9%	8.7%	8.4%	8.0%	7.5%	7.5%	7.5%	7.3%	7.2%	7.0%	6.8%
9.5			4.6%	4.4%										
10	9.7%	9.6%	4.5%	4.4%	8.6%	8.5%	8.1%	7.8%	7.7%	7.7%	7.5%	7.4%	7.1%	6.9%
10.5			4.7%	4.5%										
11	9.7%	9.8%	4.4%	4.3%	8.8%	8.5%	8.2%	7.8%	7.8%	7.8%	7.7%	7.5%	7.3%	7.0%
11.5			4.8%	4.5%										
12	9.7%	9.7%	4.5%	4.3%	8.9%	8.8%	8.3%	8.0%	8.0%	7.9%	7.8%	7.8%	7.6%	7.4%
12.5			4.7%	4.6%										
13	9.7%	9.6%	4.5%	3.3%	8.9%	8.7%	8.4%	8.1%	8.0%	8.1%	8.0%	7.8%	7.7%	7.6%
14	8.5%	8.5%	8.5%	9.7%	9.5%	10.0%	9.5%	9.2%	9.2%	9.1%	9.2%	9.2%	9.1%	8.9%
15	8.6%	8.6%	8.5%	8.3%	9.0%	8.9%	8.8%	8.8%	8.8%	8.8%	8.8%	8.7%	8.6%	8.5%
16	8.8%	8.8%	8.6%	8.4%	9.2%	9.0%	9.0%	9.1%	9.0%	9.1%	9.1%	9.0%	9.0%	9.0%
17	8.7%	8.7%	8.6%	8.4%	9.1%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	8.9%	9.0%	8.9%
18	8.9%	8.9%	8.7%	8.6%	9.2%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%
19	9.0%	9.0%	8.9%	8.6%	8.0%	8.0%	8.0%	7.9%	7.0%	6.7%	6.7%	6.6%	6.6%	6.6%
20	8.9%	8.9%	8.8%	8.7%	8.0%	7.9%	7.9%	8.0%	7.9%	7.9%	7.9%	7.9%	7.9%	7.9%
21	9.1%	9.1%	9.0%	8.8%	8.1%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
22	9.1%	9.1%	9.0%	8.8%	8.1%	8.0%	8.1%	8.1%	8.1%	8.0%	8.1%	8.1%	8.1%	8.1%
23	9.1%	9.1%	9.1%	9.0%	8.2%	8.1%	8.1%	8.1%	8.1%	8.1%	8.1%	8.1%	8.1%	8.1%
24	9.2%	9.2%	9.1%	9.0%	8.2%	8.1%	8.2%	8.2%	8.2%	8.2%	8.2%	8.2%	8.1%	8.1%
25	9.3%	9.3%	9.1%	9.1%	10.7%	8.2%	8.2%	8.2%	8.2%	8.2%	8.2%	8.2%	8.2%	8.2%

State of Montana

Overlap Percentage

Fiscal Years 1976–1991

Grade	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987/ 88/89	1990	1991
1	59.6%	59.6%	59.8%	62.5%	71.4%	73.1%	74.9%	77.1%	79.5%	80.3%	81.0%	81.6%	81.9%	81.6%
2	58.8%	58.8%	60.8%	62.3%	70.9%	72.6%	74.5%	76.3%	78.5%	79.9%	80.6%	81.2%	81.0%	81.0%
3	58.7%	59.5%	60.6%	61.8%	70.8%	71.5%	73.9%	76.0%	77.9%	79.1%	79.8%	80.4%	80.4%	80.4%
4	59.4%	59.0%	60.7%	62.0%	69.5%	71.2%	73.0%	74.5%	77.3%	78.2%	78.9%	79.5%	79.5%	79.5%
5	59.6%	59.5%	60.6%	62.4%	69.3%	70.9%	72.4%	74.3%	76.5%	77.6%	78.2%	78.8%	79.0%	79.0%
6	58.4%	59.0%	60.6%	61.9%	68.8%	69.6%	71.4%	73.0%	75.4%	76.8%	77.4%	78.0%	77.8%	78.0%
7	59.6%	59.5%	60.6%	62.0%	68.4%	69.3%	71.3%	72.6%	75.4%	76.5%	77.1%	77.7%	77.9%	77.6%
8	59.0%	58.9%	60.4%	62.1%	67.5%	68.8%	70.1%	71.9%	74.5%	75.7%	76.3%	76.8%	76.6%	76.6%
9	59.4%	59.6%	79.4%	80.3%	67.3%	68.4%	69.7%	71.1%	73.8%	75.1%	75.6%	76.2%	76.2%	76.2%
9.5			80.3%	80.7%										
10	58.9%	59.0%	79.2%	80.1%	67.2%	67.9%	69.4%	70.6%	73.4%	74.5%	75.0%	75.6%	75.6%	75.6%
10.5			80.5%	81.0%										
11	59.3%	59.3%	79.2%	80.1%	66.4%	67.0%	68.6%	69.7%	72.5%	73.9%	74.3%	74.7%	74.6%	74.2%
11.5			80.4%	81.2%										
12	59.2%	59.5%	79.6%	79.9%	66.3%	67.3%	68.2%	69.6%	72.4%	73.4%	73.9%	74.4%	73.9%	73.6%
12.5			80.2%	87.7%										
13	65.1%	65.1%	64.6%	56.9%	64.1%	62.9%	64.3%	65.6%	68.6%	70.1%	70.1%	70.3%	69.9%	69.8%
14	61.6%	61.5%	63.4%	65.5%	65.8%	66.2%	66.7%	66.8%	69.9%	71.2%	71.2%	71.3%	71.3%	71.3%
15	57.4%	57.5%	60.1%	62.5%	65.2%	65.7%	65.9%	65.8%	68.8%	70.2%	70.2%	70.3%	70.4%	70.3%
16	54.0%	54.0%	57.1%	60.1%	65.2%	65.9%	65.8%	65.9%	69.0%	70.3%	70.4%	70.6%	70.5%	70.5%
17	49.1%	49.0%	53.4%	56.6%	64.8%	65.4%	65.4%	65.3%	68.5%	69.8%	69.9%	69.9%	70.0%	70.0%
18	43.9%	43.9%	49.0%	53.6%	70.5%	70.9%	70.9%	71.0%	78.6%	81.2%	81.3%	81.5%	81.4%	81.5%
19	38.9%	39.0%	45.3%	50.4%	68.2%	68.6%	68.7%	68.7%	70.5%	71.6%	71.6%	71.7%	71.7%	71.8%
20	32.5%	32.7%	40.5%	46.6%	65.1%	65.6%	65.5%	65.6%	67.8%	69.0%	69.1%	69.2%	69.2%	69.2%
21	26.3%	26.0%	35.9%	43.1%	61.5%	62.0%	62.0%	62.0%	64.6%	66.2%	66.2%	66.3%	66.3%	66.3%
22	19.4%	19.3%	30.9%	39.3%	57.2%	57.8%	57.8%	57.8%	61.0%	62.8%	62.9%	63.0%	63.0%	63.1%
23	11.1%	11.3%	25.2%	35.4%	51.7%	52.3%	52.2%	52.1%	56.4%	58.6%	58.6%	58.8%	58.7%	58.8%
24	2.4%	2.3%	19.6%	31.2%	14.0%	44.9%	44.9%	45.0%	50.5%	53.3%	53.4%	53.6%	53.5%	53.5%
25														

State of Montana

Longevity Pay

March 1990

			Statistical Source Montana's Payroll Database			
	Total State Employees	Total Employees Receiving Longevity	Total Monthly Longevity Pay	Total Yearly Longevity Pay	Total Yearly Salaries Including Longevity	Longevity As a % of Total Salaries
			Employees Paid by the Dept of Administration			
Longevity Pay						
All Employees						
Statewide Plan	9,023	5,135	$221,323	$2,655,876	$183,007,392	1.5%
Physician's Plan	9	4	$1,053	$12,636	$721,644	1.8%
Teachers-Deaf/Blind	29	0		$0	$622,848	0.0%
Teachers-Institutions	48	26	$430	$5,160	$1,137,744	0.5%
Blue Collar Plan	873	538	$15,890	$190,680	$20,114,928	0.9%
State Liquor Plan	113	57	$1,192	$14,304	$1,855,728	0.8%
Totals for All Employees	10,095	5,760	$239,888	$2,878,656	$207,460,284	

Note: These Statistics Do Not Include Exempt Employees or Classified Employees in the Education System.

State of Montana

Statewide Pay Plan

March 1990

Full-Time Employees *
Hire Date
Before or On 6-30-85/FY 1986

Grade	Employees	%	
4	2	0.0%	%
5	32	0.6%	Employees
6	107	2.1%	Grades
7	290	5.6%	1 - 11
8	468	9.0%	
9	398	7.7%	
10	397	7.7%	
11	497	9.6%	42.2%
12	578	11.1%	
13	588	11.3%	
14	624	12.0%	
15	479	9.2%	
16	332	6.4%	
17	183	3.5%	
18	114	2.2%	
19	49	0.9%	%
20	23	0.4%	Employees
21	14	0.3%	Grades
22	9	0.2%	12 - 25
23	2	0.0%	
24	1	0.0%	57.8%
Totals	5187	100.0%	100.0%

Full-Time Employees *
Hire Date
After 6-30-85

Grade	Employees	%	
4	14	0.4%	%
5	155	4.1%	Employees
6	249	6.5%	Grades
7	387	10.1%	1 - 11
8	772	20.2%	
9	404	10.6%	
10	279	7.3%	
11	219	5.7%	64.8%
12	278	7.3%	
13	336	8.8%	
14	365	9.5%	
15	164	4.3%	
16	115	3.0%	
17	51	1.3%	
18	23	0.6%	
19	9	0.2%	%
20	4	0.1%	Employees
21	2	0.1%	Grades
22	1	0.0%	12 - 25
23		0.0%	
24		0.0%	35.2%
	3827	100.0%	100.0%

Full-Time Employees *
ALL Employees

Grade	Employees	%	
4	16	0.2%	%
5	187	2.1%	Employees
6	356	3.9%	Grades
7	677	7.5%	1 - 11
8	1240	13.8%	
9	802	8.9%	
10	676	7.5%	
11	716	7.9%	51.8%
12	856	9.5%	
13	924	10.3%	
14	989	11.0%	
15	643	7.1%	
16	447	5.0%	
17	234	2.6%	
18	137	1.5%	
19	58	0.6%	%
20	27	0.3%	Employees
21	16	0.2%	Grades
22	10	0.1%	12 - 25
23	2	0.0%	
24	1	0.0%	48.2%
	9014	100.0%	100.0%

* Employees paid by the Department of Administration -- Does not include Education System

State of Montana

State Employees Salaries

1990

	Statistical Source Bureau of Labor Statistics		Statistical Source Montana's Payroll Database			
	1985 Average Salary	1986 Average Salary	1990 Average/YR Salary	1990 Average/MO Salary	1990 Total/MO Salaries	1990 Total Employees
			Employees Paid by the Dept of Administration			
Full-Time Employees						
Hire Date Before or On 6-30-85						
(58% of Current Work Force)						
Statewide Plan			$22,897	$1,908	$9,897,250	5,187
Physician's Plan			$76,146	$6,346	$25,382	4
Teachers-Deaf/Blind			$22,096	$1,841	$33,144	18
Teachers-Institutions			$25,519	$2,127	$55,291	26
Blue Collar Plan			$23,388	$1,949	$1,134,333	582
State Liquor Plan			$18,011	$1,501	$102,060	68
Subtotals	$19,709	$19,313	$22,934	$1,911	$11,247,460	5,885

Note: Statistics Do Not Contain Exempt Positions (2,678) or Classified Positions in University System (2,248)

State of Montana

State Employees Salaries

1990

	Statistical Source Bureau of Labor Statistics		Statistical Source Montana's Payroll Database			
	1985 Average Salary	1986 Average Salary	1990 Average/YR Salary	1990 Average/MO Salary	1990 Total/MO Salaries	1990 Total Employees
			Employees Paid by the Dept of Administration			
Full-Time Employees						
Hire Date After 6-30-85						
(42% of Current Work Force)						
Statewide Plan			$16,786	$1,399	$5,353,366	3,827
Physician's Plan			$83,412	$6,951	$34,755	5
Teachers-Deaf/Blind			$20,465	$1,705	$18,760	11
Teachers-Institutions			$21,557	$1,796	$39,521	22
Blue Collar Plan			$22,347	$1,862	$541,911	291
State Liquor Plan			$14,022	$1,169	$52,584	45
Subtotals	$19,709	$19,313	$17,256	$1,438	$6,040,897	4,201

Note: Statistics Do Not Contain Exempt Positions (2,678) or Classified Positions in University System (2,248)

State of Montana

State Employees Salaries

1990

	Statistical Source Bureau of Labor Statistics		Statistical Source Montana's Payroll Database			
	1985 Average Salary	1986 Average Salary	1990 Average/YR Salary	1990 Average/MO Salary	1990 Total/MO Salaries	1990 Total Employees
			Employees Paid by the Dept of Administration			
Total Employees						
Statewide Plan			$20,303	$1,692	$15,250,616	9,014
Physician's Plan			$80,183	$6,682	$60,137	9
Teachers-Deaf/Blind			$21,478	$1,790	$51,904	29
Teachers-Institutions			$23,703	$1,975	$94,812	48
Blue Collar Plan			$23,041	$1,920	$1,676,244	873
State Liquor Plan			$16,422	$1,369	$154,644	113
Totals All Employees	$19,709	$19,313	$20,569	$1,714	$17,288,357	10,086
Average Increase 1985/6 to 1990	860	1,256				
Percent Increase	4.36%	6.50%				

Note: Statistics Do Not Contain Exempt Positions (2,678) or Classified Positions in University System (2,248)

Performance Appraisal

Recommendations

- Establish a State-Wide Policy to Require Individual Performance Appraisal at Least Annually.

- Establish a New Performance Appraisal Process That Selectively Utilizes Job-Content Based Criteria That is Specific To Families of Similar Jobs.

- Design New Performance Appraisal Documents to Focus on Appraisal Criteria Development That Is Specific to Families of Similar Jobs.

Performance Appraisal

Recommendations

- Conduct Performance Appraisal Training and Require Attendance.

- Incorporate the Use of Computer Analysis Into the Design of a State-wide Performance Appraisal Process to Thoroughly Monitor The Use of the Appraisal System, To Ensure Equity, and to Identify Inconsistencies.

4

Structure Development Statewide Pay Plan

Structure Development
For New Statewide Pay Plan

1) Internal Equity

Insure That All Jobs Are Assigned to Proper Rank, Grade or Points.

- Current Internal Relationships Used
- Current 25 Grades Used

Structure Development
For New Statewide Pay Plan

2) External Equity

Determine Benchmark/Key Jobs
To be Matched to Survey Data

- Benchmark Jobs for 1990 Survey Used
- Statistics Gathered From 1990 Survey

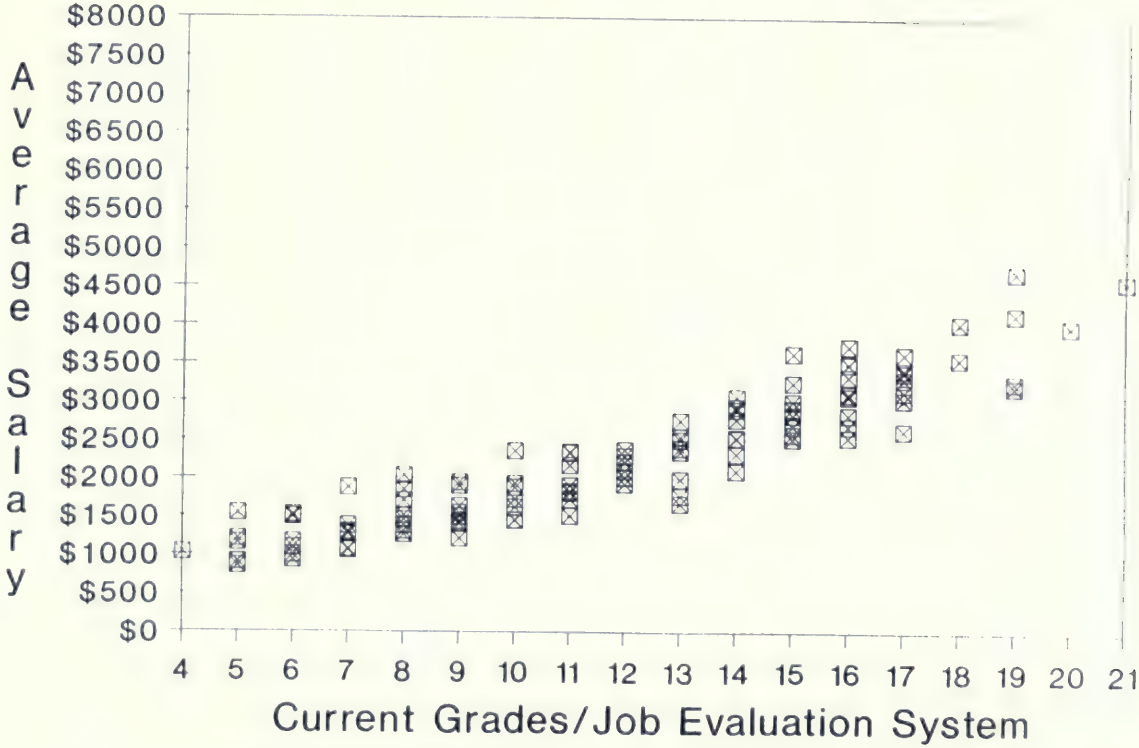
Structure Development
For New Statewide Pay Plan

3) Comparison

Graphically Compare Internal and External Equity.

State of Montana

Survey Average Salary



Dots Represent Jan 1990 Survey Results

Structure Development
For New Statewide Pay Plan

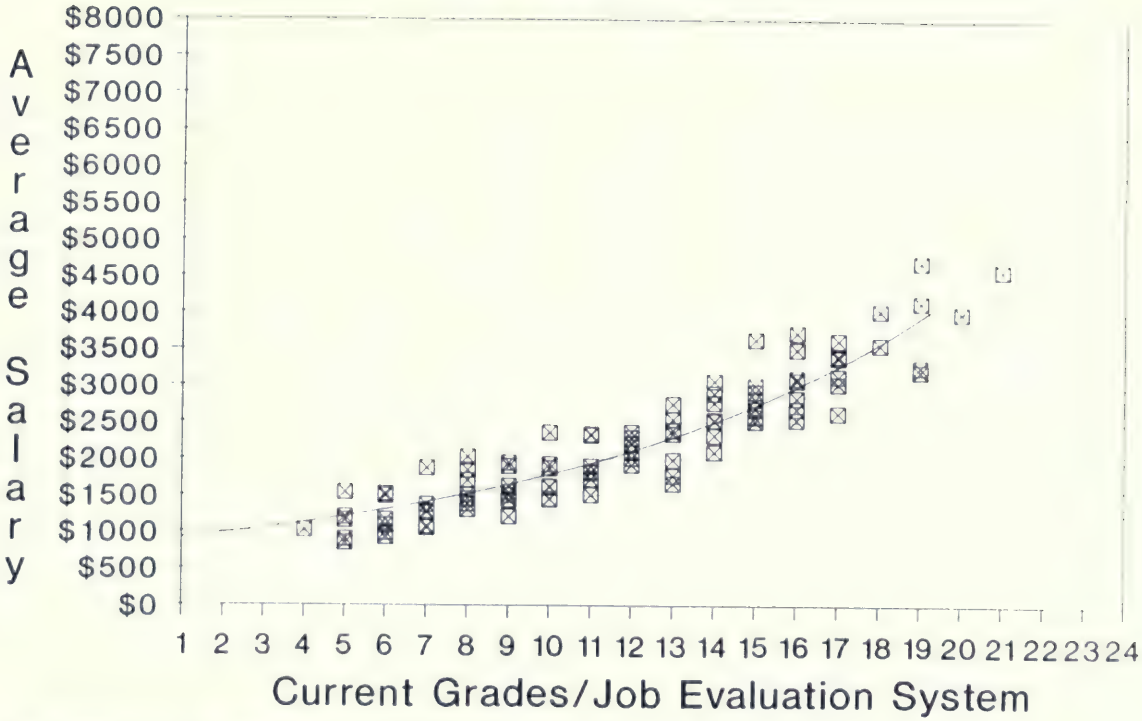
4) Competitive Position

Determine Trend/Policy Line (Midpoint), Assuming Competitive Position.

- Midpoint Progression at 7.03% - 10.74%
- Structure COMPA - 99.78%
- Visual Comparison

State of Montana

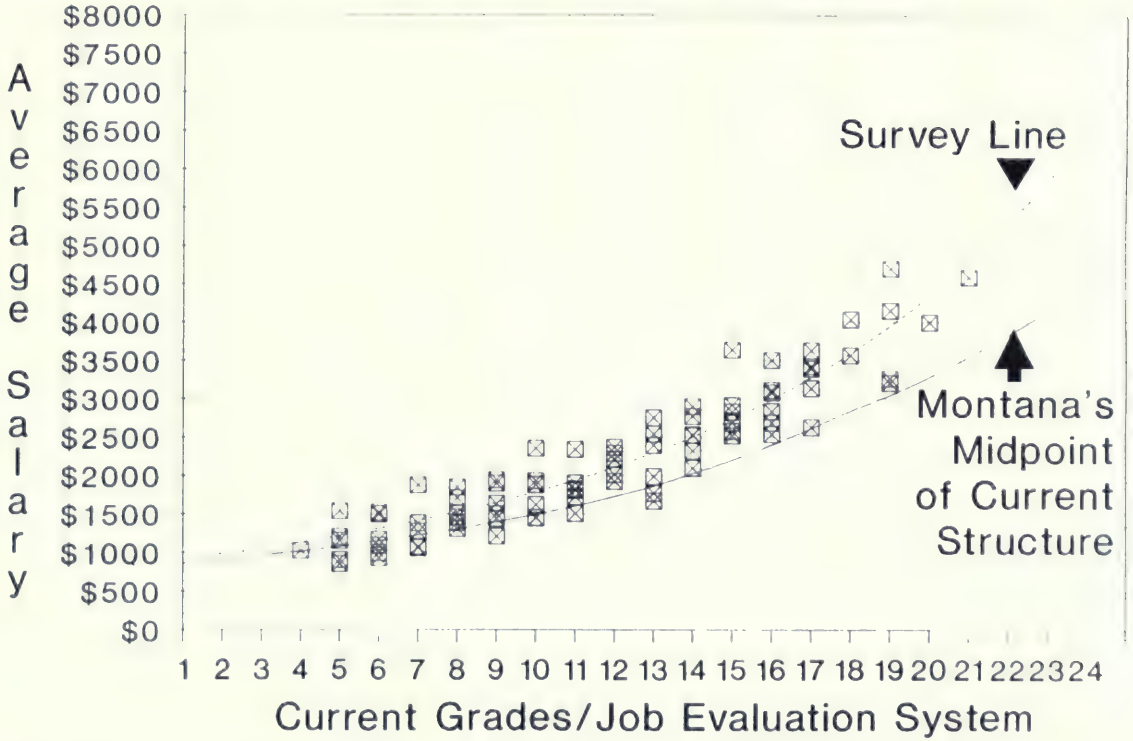
Survey Line



Dots Represent Jan 1990 Survey Results
Curved Line Represents Trend Line

State of Montana

Survey Line and Montana's Midpoint



Dots Represent Jan 1990 Survey Results

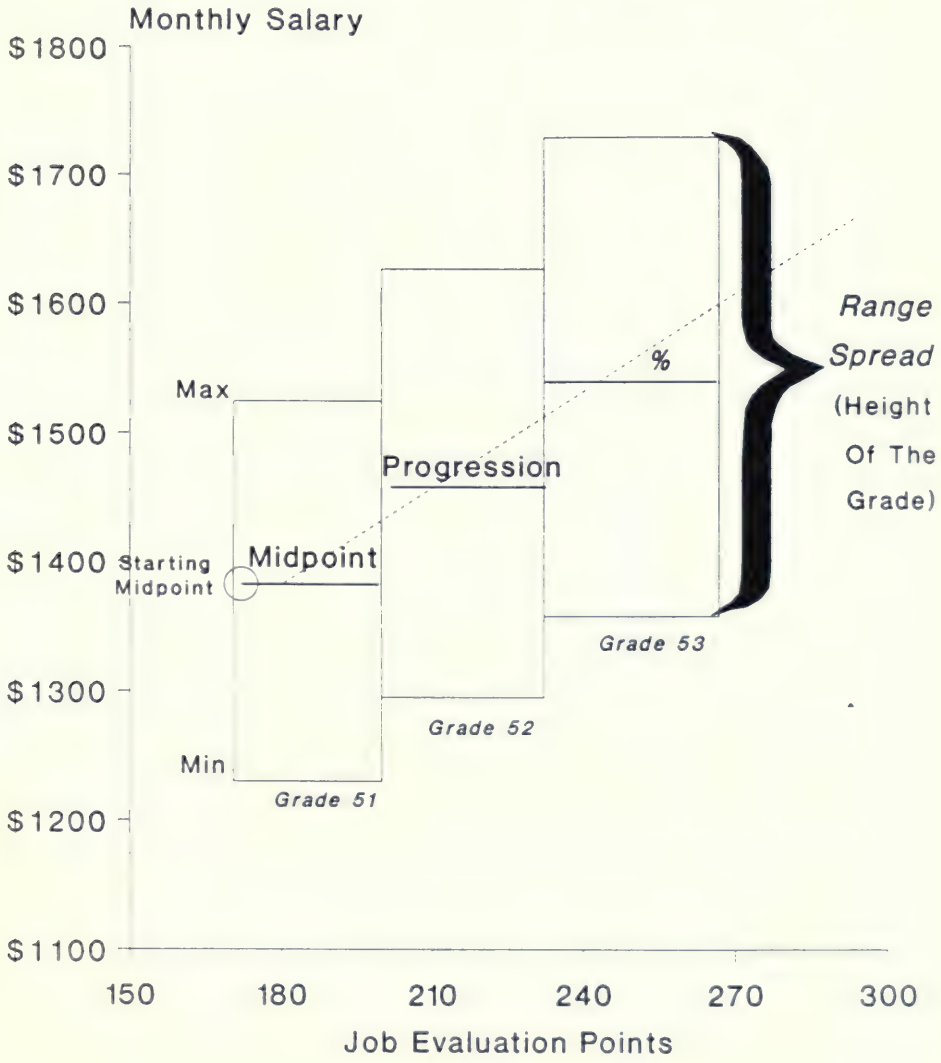
Structure Development
For New Statewide Pay Plan

5) Range Spread

Determine Range Spread.

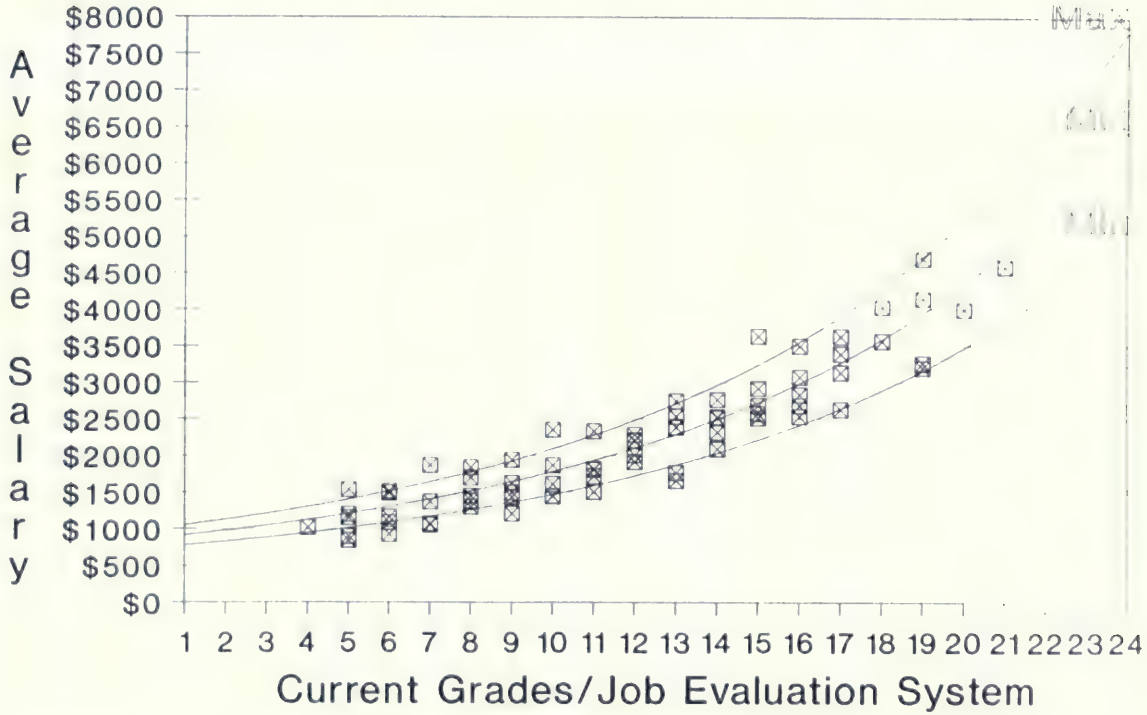
- Range Spread at 35.0% - 53.4%
- Visual Comparison

Pay Structure Anatomy



State of Montana

New Pay Structure at Market



Dots Represent Jan 1990 Survey Results
Curved Lines Represent Pay Structure/Mkt

State of Montana

Statewide Pay Plan

New Plan @ Market

Grade	MIN Yearly Salary	MAX Yearly Salary	Range Spread Percentage	Minimum	Calculated Midpoint	Maximum	Midpoint Progression Percentage	Overlap % Between Grades	FTE Count Sept 1989
1	8,572	11,982	35.0%	$779	$916	$1,052		74.7%	0
2	9,054	12,640	35.8%	$830	$979	$1,127	6.9%	73.8%	0
3	9,578	13,355	36.6%	$887	$1,050	$1,212	7.3%	74.1%	0
4	10,151	14,134	37.4%	$949	$1,127	$1,304	7.3%	74.0%	4
5	10,783	14,998	38.2%	$1,017	$1,211	$1,405	7.5%	73.9%	109
6	11,475	15,941	39.0%	$1,091	$1,304	$1,516	7.7%	73.4%	331
7	12,242	16,986	39.8%	$1,173	$1,407	$1,640	7.9%	73.5%	822
8	13,069	18,113	40.6%	$1,263	$1,520	$1,776	8.0%	73.7%	924
9	13,987	19,366	41.4%	$1,361	$1,643	$1,924	8.1%	73.2%	804
10	14,993	20,735	42.2%	$1,470	$1,780	$2,090	8.3%	73.1%	634
11	16,092	22,236	43.0%	$1,590	$1,932	$2,274	8.5%	73.0%	694
12	17,308	23,917	43.8%	$1,723	$2,101	$2,478	8.7%	73.0%	841
13	18,644	25,781	44.6%	$1,869	$2,286	$2,703	8.8%	72.7%	874
14	20,320	28,123	45.4%	$2,032	$2,494	$2,955	9.1%	72.7%	956
15	22,065	30,561	46.2%	$2,212	$2,723	$3,234	9.2%	72.6%	614
16	24,053	33,302	47.0%	$2,411	$2,978	$3,544	9.4%	72.4%	394
17	26,227	36,265	47.8%	$2,633	$3,263	$3,892	9.6%	72.4%	223
18	28,630	39,541	48.6%	$2,879	$3,579	$4,278	9.7%	72.1%	128
19	31,271	41,426	49.4%	$3,154	$3,933	$4,712	9.9%	72.1%	58
20	34,154	44,291	50.2%	$3,460	$4,329	$5,197	10.1%	71.9%	26
21	37,325	47,393	51.0%	$3,802	$4,772	$5,741	10.2%	71.9%	15
22	40,806	50,735	51.8%	$4,184	$5,268	$6,351	10.4%	71.7%	7
23	44,614	54,323	52.6%	$4,612	$5,825	$7,038	10.6%	71.6%	2
24	48,798	58,197	53.4%	$5,092	$6,452	$7,811	10.8%		1
25	53,393	62,376							0

Structure Development
For New Statewide Pay Plan

6) Comparision With Current Salaries

Compare Proposed Competitive Structure to Current Salaries.

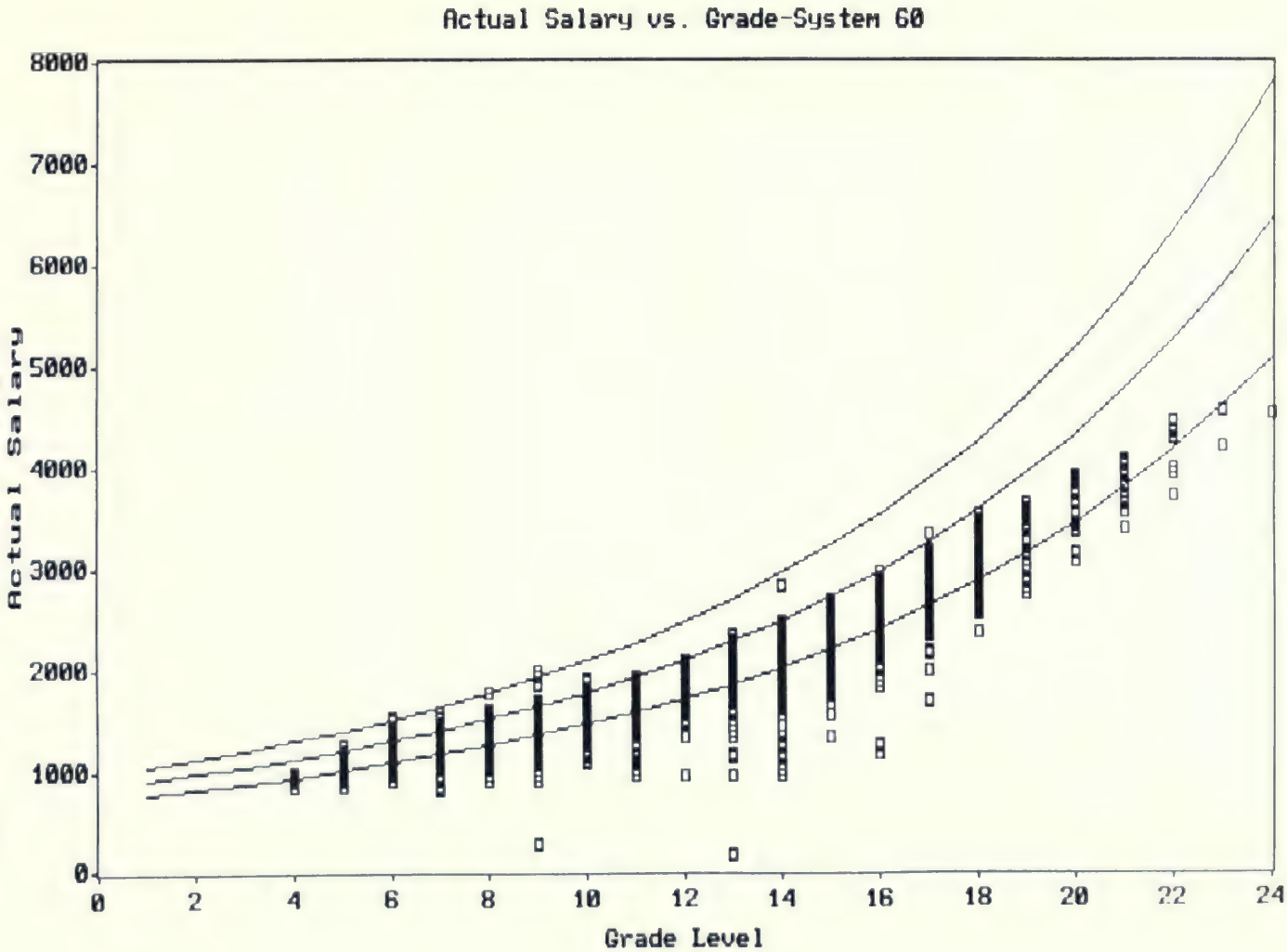
- Visual Comparison
- Overall Impact

Market Lag	18.6%
Annual Cost	34.2 Million

- Minimum Impact

Number of Employees Below Minimum	5,353
Annual Cost	9.0 Million
Percent	4.9%

Note: Does Not Include Classified Employees in Education System


Actual Salary vs. Grade-System 60
Actual Salary
8000
7000
6000
5000
4000
3000
2000
1000
0
0
2
4
6
8
10
12
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16
18
20
22
24
Grade Level

Structure Development
For New Statewide Pay Plan

7) Wage and Salary Policy

Determine Wage and Salary Policy for Employees in Statewide Pay Plan.

Based on the Impact of the Proposed Competitive Structure, Is a Lag Policy in Order?

Subsequent Steps Suggest A 10% Lag is a More Realistic Goal.

Structure Development
For New Statewide Pay Plan

8) Structure Adjustment

Adjust Structure to
Meet Wage Policy.

- Proposed Structure Lowered by 10%
- Midpoint Progression Unchanged
- Range Spread Unchanged

State of Montana

Statewide Pay Plan

New Plan @ 10% Below Market

Grade	Yearly Salary	Yearly Salary	Range Spread Percentage	Minimum	Calculated Midpoint	Maximum	Midpoint Progression Percentage	Overlap % Between Grades	FTE Count Sept 1989
1	8,572	11,982	35.0%	$702	$825	$948		74.3%	0
2	9,054	12,640	35.8%	$749	$883	$1,017	7.0%	74.1%	0
3	9,578	13,355	36.6%	$800	$947	$1,093	7.2%	74.4%	0
4	10,151	14,134	37.4%	$855	$1,015	$1,175	7.2%	74.0%	4
5	10,783	14,998	38.2%	$916	$1,091	$1,266	7.5%	73.9%	109
6	11,475	15,941	39.0%	$983	$1,175	$1,366	7.7%	73.4%	331
7	12,242	16,986	39.8%	$1,057	$1,268	$1,478	7.9%	73.6%	822
8	13,069	18,113	40.6%	$1,138	$1,369	$1,600	8.0%	73.4%	924
9	13,987	19,366	41.4%	$1,227	$1,481	$1,735	8.2%	73.3%	804
10	14,993	20,735	42.2%	$1,325	$1,605	$1,884	8.4%	72.9%	634
11	16,092	22,236	43.0%	$1,434	$1,743	$2,051	8.6%	73.0%	694
12	17,308	23,917	43.8%	$1,554	$1,895	$2,235	8.7%	73.0%	841
13	18,644	25,781	44.6%	$1,686	$2,062	$2,438	8.8%	72.8%	874
14	20,320	28,123	45.4%	$1,832	$2,248	$2,664	9.0%	72.7%	956
15	22,065	30,561	46.2%	$1,994	$2,455	$2,915	9.2%	72.5%	614
16	24,053	33,302	47.0%	$2,174	$2,685	$3,196	9.4%	72.4%	394
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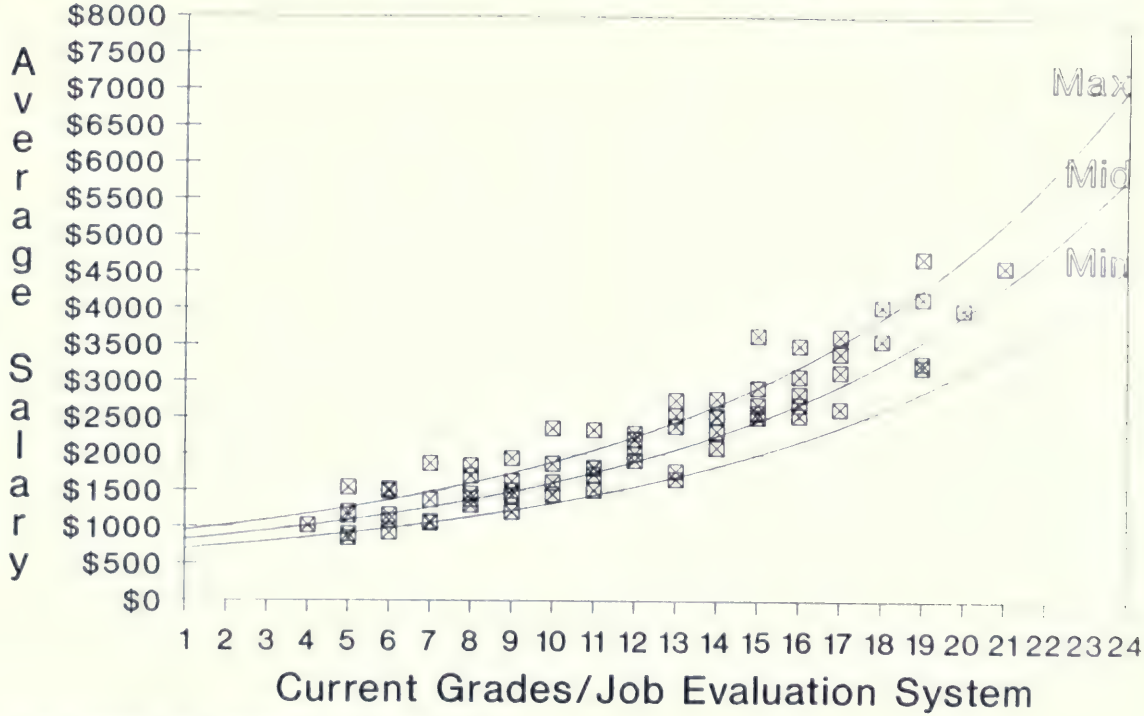
20	34,154	44,291	50.2%	$3,120	$3,903	$4,686	10.0%	72.0%	26
21	37,325	47,393	51.0%	$3,428	$4,302	$5,176	10.2%	71.9%	15
22	40,806	50,735	51.8%	$3,772	$4,749	$5,726	10.4%	71.7%	7
23	44,614	54,323	52.6%	$4,158	$5,252	$6,345	10.6%	71.6%	2
24	48,798	58,197	53.4%	$4,590	$5,816	$7,041	10.7%		1
25	53,393	62,376							0

State of Montana

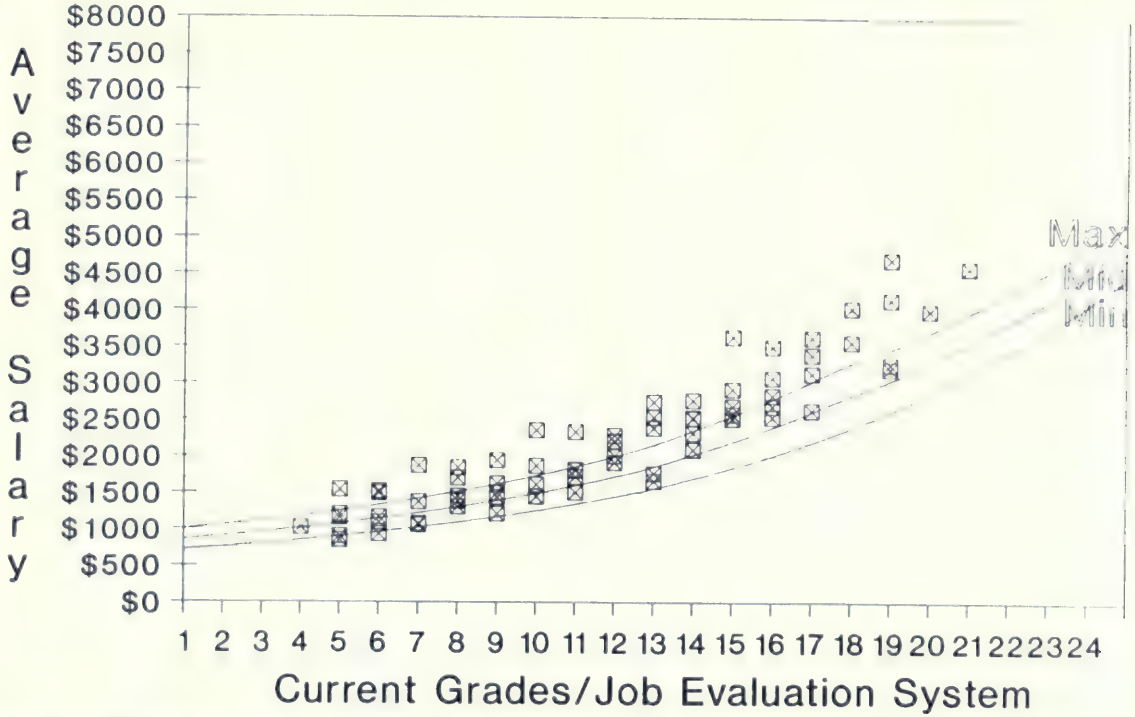
New Pay Structure at 10% Below Market



Dots Represent Jan 1990 Survey Results
Curved Lines Represent Pay Structure<Mkt

State of Montana

Current 1990 Statewide Pay Plan



Dots Represent Jan 1990 Survey Results
Curved Lines Represent 1990 Structure

Structure Development
For New Statewide Pay Plan

9) Comparision With Current Salaries

Compare Revised Structure (10% Lag) to Current Salaries.

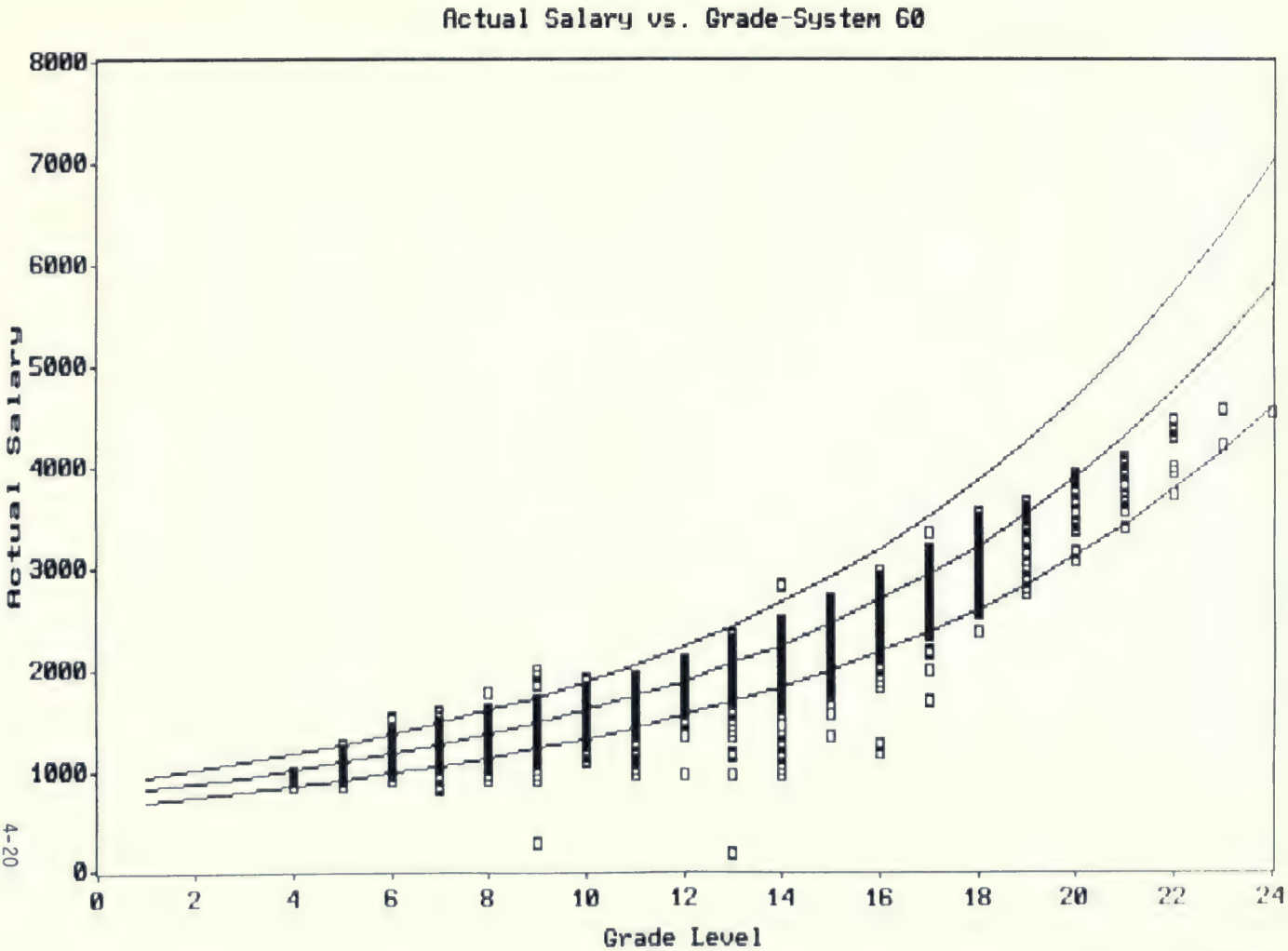
- Visual Comparison
- Overall Impact

Market Lag	8.6%
Annual Cost	15.8 Million

- Minimum Impact

Number of Employees Below Minimum	1,693
Annual Cost	1.6 Million
Percent	.86%

Note: Does Not Include Classified Employees in Education System


Actual Salary vs. Grade-System 60
Actual Salary
8000
7000
6000
5000
4000
3000
2000
1000
0
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2
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10
12
14
16
18
20
22
24
Grade Level

Structure Development
For New Statewide Pay Plan

10) Implementation Strategies

- Employees Whose Salaries Are Below Minimum
- Employees Whose Salaries Are Above Maximum
- Market Adjustments - Additional Factors
  - Seniority
  - Comparison of Old Grade To New Grade
  - Current Position In Range
- Anniversary Date Increases (See Example)
- Impact of Longevity
- Impact of Negotiation

Structure Development
For New Statewide Pay Plan

10) Implementation Strategy

Example:
Anniversary Date Increases

Step 1: Adjust All Employees to Minimum

Step 2: Grant All Employees 8% Raise on Anniversary Date (Impact Spreads Cost Throughout The Year)

Step 3: Analyze the Impact

Cost	$10 Million
Realized %	8.83%
Actual %	5.46%

Structure Development

For New Statewide Pay Plan

Example: Anniversary Date Increases

Month	Yearly Budget Requirement	Distribution of Pay-For-Performance
January	$16,311,551	1,720
February	$16,377,938	1,307
March	$16,461,250	1,498
April	$16,565,968	1,570
May	$16,657,920	1,348
June	$15,563,739	1,465
July	$15,691,334	1,747
August	$15,803,267	1,334
September	$15,926,983	1,533
October	$16,033,747	1,591
November	$16,121,548	1,363
December	$16,199,598	1,444
Total	$193,714,843	

Summary:

Employees Adjusted to Minimum (Total Cost)	$131,799
Total Yearly Base Salary	$183,677,560
Total Yearly Budget Requirement	$193,714,843
Total Yearly Final Salary	$199,895,037
Actual Cost of Increases	$10,037,283
Actual Cost as Percent of Base	5.46
Realized Cost as Percent of Base	8.83

Note: Does Not Include Classified Employees in Education System

Structure Development
For New Statewide Pay Plan

11) Movement Within the Range

Once There, How Does Movement Within the Range Occur?

- Performance Appraisal
- Across-the-Board Increases